

# Reflections

Volume 14, Number 2

Winter 2000

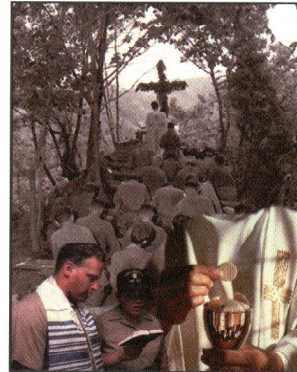


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## REFLECTIONS

*Reflections* is a publication of the Defense Equal Opportunity Management Institute, Patrick Air Force Base, Fla. REFLECTIONS is published twice annually with a controlled circulation of 2,500 and postage paid at Patrick AFB. The journal provides equal opportunity and equal employment opportunity specialists of all DoD services and the Coast Guard with the latest equal opportunity news, information and features

complementing the instruction at DEOMI. Opinions expressed herein are not necessarily those of DEOMI, DoD or the U.S. Government. Please mail articles, photos and comments to DEOMI Public Affairs Office, 740 O'Malley Road M.S. 9121, Patrick AFB, FL 32935; or e-mail to: [derrick.crawford@patrick.af.mil](mailto:derrick.crawford@patrick.af.mil)

Commandant  
Public Affairs Officer  
Editor

Col. Jose Bolton, Sr.  
Capt April Dillard  
Sgt. 1st Class John Pennell





## Two-day DEOMI summit looks to EO/EEO future

**By Capt. April D. Dillard**  
*DEOMI Public Affairs Officer*

The Defense Equal Opportunity Management Institute will host a summit and commemorate its 30th Anniversary April 17-19 at the Radisson at the Port Hotel in Cape Canaveral, Fla.

The DEOMI Summit titled "Making a Difference," will last for two days coinciding with the Equal Opportunity Advisor Course graduation and 30th Anniversary commemoration.

"Organizations, if left alone, will stifle and die," said Col. Jose Bolton Sr., commandant of DEOMI, expressing the importance of the DEOMI Summit. "You must continue to nourish them, to replenish them with new and fresh thinking that considers the changing dynamics of the environment."

The Summit and its focus will differ from the annual EO/EEO conferences typically given by the Department of Defense.

"Conferences, generally speaking, allow people to come together to do a couple of things — primarily, some training or skills development. They tend to be focused around a common interest," said Bolton.

"A summit, I believe, is more narrowly focused and generally speaking, it's about doing work. It includes coming together to look at a common concern, in our case, equal opportunity and equal employment opportunity, and crafting a better way to do that business."

The DEOMI Summit will lay out strategies that will be built off the experiences that people, in and out of DoD, have gained over the last 30 years in order to make the next 20 to 25 years better, said Bolton.

The summit will bring together people who have significant expertise in conducting EO/EEO/Diversity business. It will involve people who are academicians, practitioners, and observers who are articulate enough to facilitate a discussion that will lead to a clearer view of how we do EO/EEO business.

The summit will mark the first of its kind conducted and hosted by the Institute.

"This summit will be the first and it will be very unique," said Bolton. "There have certainly been opportunities in DoD where people have gotten together and talked about equal opportunity and unique issues

that surround doing that business, and certainly, our DoD World Wide Equal Opportunity Conferences since 1996 and a partial one in 1994 had really addressed those type of issues; but it was really a conference, and so the ultimate objective was not to come out of it with written strategies that could be proposed as policy changes and used to help structure policy.

"Instead, the conference was an opportunity for people to come together to listen to a speaker and in some cases, listen to recent research -- but mostly for the purpose of skills development," he said.

At the end of the conference and after considering policy, communication, education, enforcement, and assessment, Bolton hopes to provide Secretary Alphonso Maldon Jr., assistant secretary of defense for force management policy and Mr. William Leftwich III, deputy assistant secretary of defense for equal opportunity, a recommendation for the DoD to consider implementing.

"We've got to find out and ask the question, do we have the right policy in place?" Have we communicated that to everyone?" said Bolton. "If we are truly moving to a multicultural or diverse military, then I think it is an appropriate time to examine our policy, and perhaps our policy needs to go beyond those protective categories."

Other questions Bolton hopes the conference will address are: Do we understand the objectives, in terms of achieving a multicultural military? Is DEOMI training EOAs appropriately to help support that policy of multiculturalism? Are there some things that we need to do differently at DEOMI as we go into the 21st century?

"If the answer to these questions are 'no,' then I will be very, very surprised," he said. "I think we are doing a lot of things correct at DEOMI, but there is certainly room for improvement."

Previous surveys conducted within DoD and the Services on EO/EEO are great indicators that change and improvement is needed.

"Things like the recent Race Ethnic Survey and the Pipeline Study and recommendations coming out of those—certainly does not indicate that we have our hair on fire, but at the same time, they do indicate that everyone is saying we need to con-

tinue to make this a better environment in which to do business for every racial, ethnic, and gender," said Bolton. "So, it's kind of selfish on my part, because I fundamentally want to see what it is DEOMI needs to do, but I also want to provide some feedback to our leadership relative to the EO/EEO business."

The summit will bring together experts from both the military and civilian community. The continuum will range from practitioners who are doing the technical human relations business daily to individuals with Ph.D. research backgrounds who have been looking at equal opportunity in the military for a number of years and doing research.

"Additionally, we will bring together people who have been facilitating diversity in the United States or internationally for a number of years and can give input to the discussion of how corporate America is looking at this and how they value diversity and compliance-oriented programs," said Bolton. "Then, we'll bring in the rest of us in the middle that are managing and educating people on programs."

"We will share all our expertise. I think the summit will be extremely valuable for anyone who has the opportunity to attend," said Bolton. "It will be a challenge to see if we can actually bring the right people together, ask the right questions, and get the right answers we need."

The outline of the program comprises a number of working sessions and keynote addresses from key people in the military and private sector sharing their insights; workshops facilitated by a mix of DoD and private sector people; and production of a finished product with recommendations for policy change.

"I think the Summit will help us do business better," said Bolton.

"The Summit becomes the beginning of our thousand-mile trip. This is our first step in which there is so much to do along this trip, but we have to take the first step. We will be better today than we were yesterday and a heck of a lot better tomorrow than today, by taking this time to examine where we are."

**(Editor's Note:** For more information on the DEOMI Summit and 30th Anniversary, visit our website at [www.patrick.af.mil/deomi/deomi.htm](http://www.patrick.af.mil/deomi/deomi.htm))



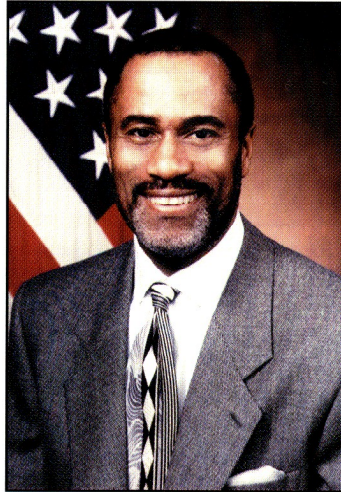
# Discussions

## Questions and Answers

### DASD(EO) talks about accomplishments

**Q**: As Deputy Assistant Secretary of Defense for Equal Opportunity, what are your top accomplishments in the area of human relations? How have they impacted the Equal Opportunity/Equal Employment Opportunity arenas?

**A**: Making sure that DEOMI is positioned, in terms of content and facilities, to accommodate equal opportunity issues facing the new millennium. Also, the good work done with the equal opportunity surveys — Sexual Harassment Survey, Ethnic Survey and the Pipeline Study. They will impact how we do business in the future. These surveys are critical, because any time we are able to look at ourselves, it ensures our corporate health. We must have these types of documents to assess our equal opportunity climate and to make sound decisions in these areas. The studies at DEOMI give us insight to who we are and provide a chance to get better.



William E. Leftwich III

**Q**: What are some areas that need to be addressed by the new DASD (EO) in the area of EO/EEO?

**A**: We have to insure that we have the capacity of not just being tolerant of people who are different from ourselves, but acceptant of these differences. We are a tapestry of many different people with different backgrounds, religions, cultures — that's not going to change. These differences are what comprise our nation's population, and quite frankly, our military. So we need to accept who we are and be serious about the equal opportunity business as leaders of the number one military and nation in the world.

**Q**: How important is EO/EEO to the readiness equation? As a military, have we effectively embraced EO/EEO?

**A**: Equal Opportunity does have a large part in our ability to be ready. It's a huge part of readiness. We know this because if we don't work these issues within our ranks, the results, as shown in the past, are devastating. We should not ignore

our history with respect to these issues. We should remain vigilant and committed to this business. And it is something to do from now on, because many people still don't understand equal opportunity and people that are different from themselves.

**Q**: Is there a role for DEOMI in the future and where do you see the Institute heading in years to come? Does the Institute need to focus more on diversity?

**A**: We have to know that diversity falls under the equal opportunity umbrella. Equal Opportunity and Affirmative Action are the components of our business. Affirmative Action is a tool of equal opportunity. We can't lose sight of that because equal opportunity is where the law is. We should understand diver-

sity, but when we look to laws and statutes, all that falls under equal opportunity. As a nation and military, we have a huge task of looking at all these people to accept as friends, neighbors and citizens of the United States. The real answer is the sooner we accept the diversity within our military, the sooner we can accept equal opportunity. It is in our best interest because we are the ones to benefit from good treatment and inclusiveness, because we are the stakeholders. If we are going to be leaders in our military and in our nation, we have to do things from a diversity standpoint to remain in a position of strength.

**Q**: Are there areas in the equal opportunity arena in which the Department of Defense/DEOMI should place more emphasis, i.e. extremism, sexual harassment, etc.?

**A**: All the areas that we are responsible for — racism, extremism, sexual harassment, sexism, etc. — have their roots in some form of discrimination. We have to be cognizant and vigilant with each one, because hate manifests in many different ways. And these areas we mention are the ways in which they manifest. We have to be prepared on all fronts, not to allow any areas to manifest in our population, because all are equally undesirable.

"We must know that equal opportunity, in many instances, is the last consideration until there's an emergency. We need to figure out a way to gain support of equal opportunity programs before things explode. We must figure out a way to gain support of programs that are vital to readiness, so they can have content and form for excellence in preparation and instruction for our equal opportunity practitioners."

-- William E. Leftwich III  
Deputy Assistant Secretary of Defense (Equal Opportunity)



# People who don't understand the difference between 'quotas' and 'goals' often treat affirmative action as a Four-Letter Word

By Master Chief Petty Officer Arthur L. Dunklin  
*Directorate of Academics*

I was walking down the starboard side of the USS Constellation behind two junior sailors who were discussing issues regarding admission to some special programs within the Navy.

One sailor said to the other: "One of the problems is they have to allow a certain number of blacks into the program and that's why we can't get in."

Once the other sailor saw me behind them, he urged the speaker to "watch out because Chief Dunklin is right behind us." My response was to simply smile and continue up the stairs to my office.

Like those sailors, many Americans view affirmative action as a four-letter word. They see such programs as tools used to legally discriminate against white males in favor of minorities and women. Most times when I hear white people use the term "affirmative action," it is followed closely by the word "quota." In fact, for many, the words are synonyms.

So why is it that many in America loathe expressing support for such programs? Perhaps the answer lies in the level of understanding of just what affirmative action really means.

Affirmative action programs set goals for including women and minorities into America's mainstream. Notice that I said "goals" and not "quotas." They are not the same.

In setting goals, an organization agrees to attempt to fill a certain number of slots with **qualified** minorities and women. If the goal is not met, the organization may fill the slots with people who do not fall within those categories.

Quotas are something totally different. With quotas, an organization **must** fill a certain number slots with people who fall within a particular demographic group. If that organization fails to meet that quota, it may be subject to certain disciplinary actions.

One other major difference between goals and quotas is that Congress or the court system imposes racial or gender quotas, not individual organizations.

I have heard seniors say: "Don't you agree that if we left race and gender out of it, things would be better?"

In fact, several years ago a chief staff officer for whom I worked made that very remark to me.

Those types of remarks indicate a lack of understanding of just how deeply racial and gender discrimination have damaged our country. To understand the need for affirmative actions programs, a person must come to two basic realizations.

"In setting goals, an organization agrees to attempt to fill a certain number of slots with **qualified** minorities and women. If the goal is not met, the organization may fill the slots with people who do not fall within those categories."

First, one must accept that what happens in the past affects the future. This is to say that when a people are discriminated against and caused to fall behind others economically, socially, and educationally their future will be impacted.

If this is accepted, then one must also accept that those who society discriminated against in the past (with some exceptions) will tend not to have achieved a similar level of success to those who were not discriminated against. If this is the case, who bears the responsibility for fixing the problem?

That brings me to the second realization. If society created this problem through de jure and de facto discrimination, doesn't that same society have an obligation to repair the damage?

Affirmative action serves as one vehicle for undoing the government-sanctioned and de facto discrimination that existed in America for many decades.

To hear a person who is 50 years of age or older say "let's leave race and gender out of the decision making process" causes me to wonder just what that person was saying 30 years ago as overt discrimination created the problems that leaders are grappling with today. Perhaps if he or she had spoken just as loudly then, we wouldn't be grappling with these issues now.

So I responded to those sailors by informing them on the differences between quotas and goals and by explaining the "strict scrutiny" guidance handed down by the United States Supreme Court.

They had never heard of the *Adarand* decision, and like many others, their discussion was based on what they had heard from other uninformed people.

In this case, education helped two white, male sailors to better understand affirmative action. I do not know if their support for affirmative action is any greater than it was before; but at least now, they can express their views from an educated position.

Perhaps if more people were better educated on this issue they would be able to see that "affirmative action" has more than four letters.



# We choose how to live our lives

By Major General C. L. Stanley

*Marine Corps Air Ground Combat Center*

My world is one of putting others first. When I meet you, you're the most important person. When we greet each other, I greet you like you are special and important.

If I worked in a service station, which I once did, I'd want my customers to know that for the few minutes they're in my presence, they will experience a level of service and commitment that is tantamount to "TLC" (Tender Loving Care).

Attitudes... the kind that will strengthen your marriage, because you put your mate first. A concern for the feelings of others that will keep you from doing anything to hurt your friends and loved ones.

And, even if you did, out of "sheer human stupidity," you seem to be possessed with the ability to feel their pain and express your remorse and compassion, sometimes without using words.

Our experiences in life are shaped so much by our attitudes about life; some people can't wait to get out of something, to move on. They can't wait to get out of a particular circumstance... be it school, the military, a certain location, a marriage, or as more aptly stated... move on to greener grass.

So, they'll miss today, thinking about tomorrow. They'll be blind to obvious opportunities, because they're wallowing in egregious self-absorption.

Speaking, like you mean it; greeting others like you'd want to be greeted; respecting the opinions of others, and even trying to understand their opinions is a starting point down a slippery slope of loving others like you'd want to be loved.

Life gets pretty simple when you care more about others than you care about yourself. We have a choice.

You may have read this short story before. In this tour of duty alone, it has been shared with me by several people at different times. Each time I read it, I see something else. I hope you like it as much as I do.

Michael is the kind of guy you love to hate. He is always in a good mood and always has something positive to say. When someone would ask him how he was doing, he would reply, "If I were any better,



Maj. Gen. C.L. Stanley

I would be twins!" He was a natural motivator.

If an employee was having a bad day, Michael was there, telling the employee how to look at the positive side of the situation. Seeing this style really made me curious, so one day I went up to Michael and asked him, "I don't get it! You can't be a positive person all of the time. How do you do it?"

Michael replied, "Each morning I wake up and say to myself, 'You have two choices today. You can choose to be in a good mood or you can choose to be in a bad mood.' I choose to be in a good mood. Each time something bad happens, I can choose to be a victim or I can choose to learn from it. I choose to learn from it. Every time someone comes to me complaining, I can choose to accept their complaining or I can point out the positive side of life. I choose the positive side of life."

"Yeah, right, it's not that easy," I protested.

"Yes, it is," Michael said. "Life is all about choices. When you cut away all the junk, every situation is a choice. You choose how you react to situations. You choose how people affect your mood. You choose to be in a good mood or a bad mood. The bottom line: It's your choice how you live life."

I reflected on what Michael said. Soon thereafter, I left the Towe Industry to start my own business. We lost touch, but I often thought about him when I made a choice about life instead of reacting to it.

Several years later, I heard that Michael was involved in a serious accident, falling some sixty feet from a communications tower. After eighteen hours of surgery and weeks of intensive care, Michael was released from the hospital with rods placed in his back.

I saw Michael about six months after the accident. When I asked him how he was, he replied, "If I were any better, I'd be twins. Wanna see my scars?" I declined to see his wounds, but did ask him what had gone through his mind as the accident took place.

"The first thing that went through my mind was the well-being of my soon-to-be-born daughter," Michael replied. "Then, as I lay on the ground, I remembered that I had two choices: I could choose to live or I could choose to die. I chose to live."

"Weren't you scared? Did you lose consciousness?" I asked.

Michael continued, "...the paramedics were great. They kept telling me I was going to be fine. But when they wheeled me into the ER and I saw the expressions on the faces of the doctors and nurses, I got really scared. In their eyes, I read 'he's a dead man.' I knew I needed to take action."

"What did you do?" I asked.

"Well, there was a big burly nurse shouting questions at me," said Michael. "She asked if I was allergic to anything. 'Yes,' I replied. The doctors and nurses stopped working as they waited for my reply. I took a deep breath and yelled, 'Gravity.' Over their laughter, I told them, 'I am choosing to live. Operate on me as if I am alive, not dead.'"

Michael lived, thanks to the skill of his doctors, but also because of his amazing attitude. I learned from him that every day we have the choice to live fully.

Attitude, after all, is everything.

We can all learn from Michael. It is our choice how we live our lives. The attitude I choose allows me to see how green the grass is where I am today.



## DEOMI breaks ground on \$14.97M campus

By Staff Sgt. Derrick D. Crawford  
*DEOMI Public Affairs*

The Defense Equal Opportunity Management Institute (DEOMI) marked the beginning of a new era by breaking ground here Nov. 15 on the future site of a \$14.97M state-of-the-art campus overlooking the Banana River.

Construction will begin in 2001 and should be completed in 2003, said Jerry Scarpate, chairman of DEOMI's New Campus Project Action Team.

The new 96,000-square-foot building will bring under one roof the Institute's various facilities here and a satellite campus now operating in Little Rock, Ark. It will include classrooms, auditoriums, offices, a library, conference rooms, lounges, computer rooms and video production areas—all near students' living and dining quarters.

Additionally, the new facility will enable the Institute to increase the number of students it trains. DEOMI, with roughly 114 staff and faculty, trains more than 1,100 Department of Defense and Coast Guard equal opportunity and equal employment opportunity students yearly.

Though it is only a starting point, the ceremony serves as a culmination of a co-operative effort between base leaders, DEOMI and Pentagon officials, whom were on hand for the symbolic shovel ceremony.

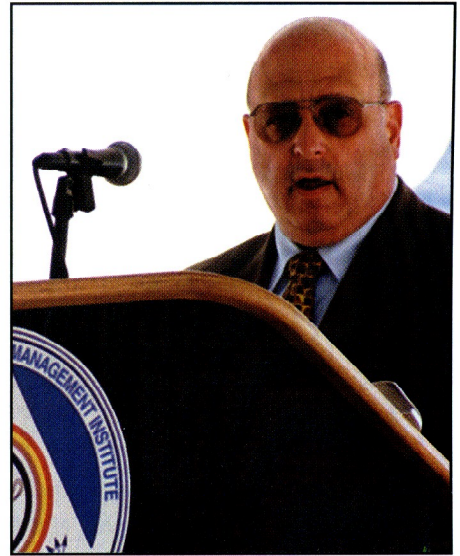
"The construction of the new DEOMI facility is a clear commitment by the Air Force and the Department of Defense to providing the best tools possible to help commanders create the unit cohesion so essential in the extremely diverse organizations of today," said Col. Jose Bolton Sr., DEOMI commandant.

Keynote Speaker, Under Secretary of Defense for Personnel and Readiness Dr. Bernard Rostker, recognized the Air Force for its role in DEOMI's continuing prosperity, saying "the Air Force has carried more than its share of the load to keep this facility and its programs thriving."

The project, which has been hampered by budget constraints since 1993, will provide improved educational facilities believed to foster a better learning environment for students. DEOMI's project action team was chartered in 1997 to work the campus construction initiative. The President approved the FY 2001 Military Construction (MILCON) Budget, which included the new DEOMI campus.

A new campus has been long overdue, says Ruby DeMesme, Assistant Secretary of the Air Force for Manpower Reserve Affairs Installations and Environment.

"For many years, you have struggled in a facility that was less than it should be," she said. "It is about time we, as your lead-



Dr. Bernard Rostker

ers, walked the talk. Instead of talking about the future, we needed to make the future today."

For some officials in attendance, the ground breaking of the new campus is a legacy fulfilled. As Assistant Secretary of Defense for Force Management Policy, Alphonso Maldon Jr. says one of his primary goals when taking his position was to help DEOMI to even greater heights.

"It is my commitment to ensure that all the enhancements necessary are put in place for senior leadership to recognize a greater utility of DEOMI so that it will remain the premier equal opportunity institute well into the next century," Maldon said.

"The leader of the 21st century will need new skills to supplement traditional talents, and I believe the most significant of these skills will focus on the human dimension," Bolton said.

"DEOMI is the tool of choice for many commanders when they want more information about what affects their people. A new facility will provide the space, technologies, and methodologies to enhance services we provide commanders in the field, e.g., the Military Equal Opportunity Climate Survey (MEOCS)."

The construction contract has not been awarded yet. Bids will likely open in June 2001.



Sgt. 1st Class John Pennell photos

Members of the honor party ceremoniously break ground for DEOMI's new campus.



## An 'Excellent' Visit

Her Excellency Nozizwe Madlala-Routledge, Deputy Minister of Defense for the Republic of South Africa, and January B. Masilela, South Africa's Secretary of Defense are greeted by DEOMI's key directorate heads during her visit to the Institute in October. Her delegation included members of South Africa's department of defense and a member of the Parliament. The group toured DEOMI as part of the country's ongoing effort to incorporate equal opportunity policies and procedures into their military.

Sgt. 1st Class John Pennell



## Ship named for pioneering WAVE scientist

**By the Office of the Oceanographer of the Navy**  
*Navy News Service*

In its 225-year history, the U.S. Navy has christened only 11 of its new ships with the names of women, and none at all in its oceanographic ship fleet. But, all that changed Oct. 19 when USNS Mary Sears (T-AGS 65) slipped into the waters off the Mississippi coast.

USNS Mary Sears is the 12th ship in the nation's history to be officially christened with a woman's name. The ship is named for Mary Sears, who as a WAVE (Women Accepted for Voluntary Emergency Service) in World War II, made pioneering efforts in oceanographic forecasting.

Born at the turn of the 20th century, Sears signed up as a Navy WAVE and was sent to Washington, D.C., during World War II. Her intelligence reports, "Submarine Supplements to the Sailing Directions," predicted the presence of thermoclines, or areas of rapid water temperature change, under which a submarine could hide to escape enemy detection by surface sonar. She established a small oceanographic unit in the Navy's Hydrographic Office and helped expand the role of applied oceanography within the Navy.

Sears was also a guiding force in the development of Woods Hole Oceanographic Institution from its founding in 1930. She

continued to work there after the war, becoming a leading scientist and biologist, and was eventually named Scientist Emeritus.

USNS Mary Sears will be the sixth Pathfinder T-AGS 60-class (T-AGS 65) ship built for the Navy. Like all of the Pathfinder class ships, it will be a multi-mission oceanographic survey ship capable of surveying in either coastal or deep ocean waters, and always forward deployed — having no stateside homeport.

Its dual capability is indicative of the U.S. Navy's increased emphasis on shallow littoral surveying — referring to the water area along the coastline. The data collected by Navy's oceanographic survey ships are necessary to military forces operating on, over and under the seas, who must be prepared to sail into and out of anywhere on the globe at a moment's notice.

The Pathfinder-class ships, each 329-feet long and displacing 4,700 tons, are equipped with the latest survey technology. They are designed and constructed to provide multiple capabilities, including physical, chemical and biological oceanography; multi-discipline environmental investigations; ocean engineering and marine acoustics; marine geology and geophysics; and bathymetric, gravimetric and magnetic surveying.

For more information on Sears and her career go to [www.whoi.edu/media/news\\_sears.m.obit.html](http://www.whoi.edu/media/news_sears.m.obit.html).

## Army selects first black special forces general

FORT BRAGG, N.C. — Remo Butler, Deputy Commanding General, U.S. Army Special Operations Command, became the Army's first Black Special Forces brigadier general during a frocking ceremony June 9, at the U.S. Army John F. Kennedy Special Warfare Center and School.

Butler credited his parents and the Army's first Black paratroopers for helping him attain all he has. "I didn't do this by myself," he said. "Without them, there would be no Remo Butler."

He said his father, a retired sergeant major, always told him to be the best he could be and "put a boot in my behind."

"I'm very proud of him," said his father, Samuel Butler. His mother, Lenoria Butler, tearfully admired her son's new rank as she pinned it on and hugged him repeatedly.

Butler also recognized all the soldiers and noncommissioned officers who served with him over the years. "Thank you for all you've done," he told them.

Lieutenant Gen. William P. Tangney, com-

manding general, USASOC, hosted the ceremony and recognized Butler's achievements.

"This will not be Remo Butler's last promotion," Tangney said. "He was selected on the basis of the things he has done, but more importantly because of the potential he has to lead our soldiers as we transition into the first part of the 21st century."

Butler will become commander of the Special Operations Command, U.S. Southern Command. (USASOC PAO)



## Trophies for Progress awards

# DoD organizations, employees win

The Department of Defense recently presented awards to four DoD organizations with outstanding affirmative action programs for people with disabilities and to 18 outstanding DoD civilian employees with disabilities.

Host of the ceremony was Under Secretary of Defense for Personnel Readiness Bernard D. Rostker. The keynote speaker was Thomas C. Bryant Jr., director of TCB Corp. and a member of the District of Columbia Mayor's Committee for Persons with Disabilities. Bryant, who has a visual impairment, serves as a nation-wide motivational speaker, panelist, and presenter at various national and local organizations, educational forums, government agencies, church groups, and community and civic organizations.

The organizations recognized with this year's Secretary of Defense Trophies for Progress in Employing People with Disabilities were the Department of the Army, best military Department; the Army and Air Force Exchange Service, best mid-size component; and the Defense Finance and Accounting Service and Office of Secretary of Defense/Washington Headquarters Services, tying for best small component.

Individuals with disabilities receiving awards for outstanding performance were:

- \* Gretchen M. Buehler, Training Support Center, Army, Fort McCoy, Wisc.
- \* Teresa A. Bratcher, Fleet and Industrial Supply Center, Navy, San Diego, Calif.
- \* Susan L. Kunz, Headquarters, Air Mobility Command, Air Force, Belleville, Ill.
- \* Denise P. Michel, Human Resources Services Center, Washington Headquarters Services, Alexandria, Va.
- \* Kristine I. Groenenboom, Army and Air Force Exchange Ser-

vice, Fort Gordon, Ga.

\* Paula L. Smith, Central Computer Operations Facility, Defense Commissary Agency, Fort Lee, Va.

\* Toni Jo Sabau, Raytheon Office, Defense Contract Audit Agency, Tucson, Ariz.

\* Robert Dyson, Defense Contract Management Agency, Manassas, Va.

\* Herbert Finkler, Defense Finance and Accounting Service - Europe, Vogelweh, Germany

\* Penny L. DeFino, Defense Enterprise Computing Center, Defense Information Systems Agency, Wright-Patterson Air Force Base, Dayton, Ohio

\* Nancy O'Hanlon, Defense Intelligence Agency, Washington, D.C.

\* Marlene J. Tunkel, Defense Supply Center, Defense Logistics Agency, Philadelphia, Pa.

\* May Ling Casillas, Dallas Field Office, Central Region, Defense Security Service, Irving, Texas

\* Mui Shokouhi, Department of Defense Education Activity, Arlington, Va.

\* Daniel J. Schreiner, National Imagery and Mapping Agency, Bethesda, Md.

\* Harry P. McWee, Computer Resources Services Center, National Security Agency, Fort Meade, Md.

\* Peter H. Brown, Office of the Inspector General, Arlington, Va.

\* Anita M. Springs, Uniformed Services University of Health Sciences, Bethesda, Md.

In support of the national observance to promote employment of people with disabilities, the DoD designated October as Disability Employment Awareness Month.

## Military policewomen honored at national memorial

By Staff Sgt. Jack Siemieniec  
*Army News Service*

Two military policewomen, both killed in the line of duty in 1999, are being remembered May 13 during a ceremony at the National Law Enforcement Officers Memorial in Washington, D.C.

Sgt. 1st Class Jeanne Balcombe and Pvt. Tekoa Brown became the first two U.S. Army Military Police Corps soldiers whose names are engraved on the memorial.

Workmen sandblasted 280 names onto the memorial's panels last week, in a manner of recognition similar to the Vietnam Veteran's Memorial. Of those, 134 belong to peace officers killed last year.

According to memorial officials, they join seven members of the Army Criminal Investigation Command and 27 law enforce-

ment officers from the other military services.

There are now 15,139 names inscribed in the low, sloping panels that ring the plaza. Only those peace officers who die in the performance of their duties are noted with their names etched in the marble.

Balcombe, 33, from McMinneville, Ore., was a member of the 55th Military Police Company at Camp Red Cloud, Korea. She was shot and killed August 21 at the Troop Medical Clinic at Camp Red Cloud in an altercation with one of the soldiers in her unit.

According to published accounts, Balcombe placed herself between the armed gunman and three other soldiers. She is survived by her husband and two daughters.

Brown, 21, and a member of the U.S. Army Transportation Center and Fort Eustis Military Police Company, died May 10, 1999. Her death came as a result of injuries suffered in an auto accident nine days earlier as she was responding to an emergency call at Fort Eustis. In the Army just eight months when she died, she is survived by her daughter.

The memorial, dedicated in 1991, is located on Judiciary Square, a wide plaza tucked in among courthouses and municipal buildings just blocks from the Capitol.

The annual candlelight ceremony to dedicate the additions occurs during National Police Week. As part of the remembrance, the newly added names are read aloud and hand-held candles illuminate the plaza.



## Summit charts future of USAF programs

WASHINGTON (AFPN)—“Transforming Equal Opportunity for the New Millennium” was the theme of the first Air Force Civilian and Military Equal Opportunity Summit, held July 31 through Aug. 2.

As the country’s demographics change, the Air Force must also change to reflect the country, according to Sharmon P. Thornton, Air Force deputy for equal opportunity, Office of the Assistant Secretary of the Air Force for Manpower, Reserve Affairs, Installations and Environment.

The summit participants convened to review past developments and current issues impacting the effectiveness of Air Force Equal Opportunity programs, and to create the foundation for the future direction of Air Force EO, she said.

To plan for the Air Force of the new millennium, the 120 equal opportunity practitioners worked in facilitated groups and focused on major issues affecting equal opportunity. They also discussed better ways to use the talents of all Air Force people, and the diverse pool from which the Air Force is recruiting.

The summit represented a total force mix of civilian and military EO expertise and more than 828 years of EO experience.

The goal of the summit was to gain a total force perspective of challenges experienced by both the civilian and military EO communities of the service’s active, Guard and Reserve forces.

The summit provided feedback and recommendations address-

ing issues and concerns common to both the equal employment opportunity and military equal opportunity communities.

In addition, perspectives provided by representatives of the Air Force Affirmative Employment and Special Emphasis programs helped shape the proposals developed by summit participants.

“We wanted to provide a forum which gives our people in the field an opportunity to evaluate current EO efforts while examining ways to revitalize our programs,” Thornton said.

Among the various recommendations developed by summit participants were a vision and a number of categories requiring immediate and continuing program improvements. The areas identified for improvement are assessment, organizational structure, policy, recruitment and retraining of EO practitioners, reporting, resources, senior leadership diversity, senior leadership support, technology support, and training.

“The summit was a great success, and participant response was beyond expectations,” Thornton said. “The summit created a great sense of community. It validated the importance of the EO practitioner’s role in supporting the Air Force mission. It was a critical step in the right direction—bringing EO into mainstream Air Force. Without question, EO practitioners are logical partners and leaders in determining ways to meet the civilian and military personnel challenges that we face.”

## Decision makes proving age discrimination easier

By Lt. Col. Debra Scullary  
*Air Force Reserve*

The June 12, 2000, U.S. Supreme Court case, *Reeves v. Sanderson Plumbing Products, Inc.* will make it easier for employees claiming discrimination to get their cases before a jury.

The plaintiff in the *Reeves* case was a 57-year-old supervisor in the hinge department of a toilet seat manufacturing plant. He was fired for alleged timekeeping errors and misrepresentations. He sued, claiming age discrimination in violation of the Age Discrimination in Employment Act (ADEA). Two other younger employees also lost their jobs.

The employer countered with testimony of the worker’s substandard job performance, alleging that an audit of his records revealed a variety of timekeeping errors that cost the company money in overpayments to absent or tardy employees.

They also alleged that he falsified some company records. The plaintiff introduced evidence showing that he had not falsified records and that there was no proof that

there were any timekeeping errors that had cost the company money.

The question for the court then became: Did plaintiff have to introduce additional direct evidence of discrimination to prevail?

The standard applied in employment discrimination cases is that set out in *McDonnell Douglas Corp. v. Green*, 411 U.S. 792 (1973). The plaintiff must first make a *prima facie* case of discrimination.

Here the plaintiff met that burden in that he was at least 40 years of age; otherwise qualified for his position; was discharged and the employer hired other employees who were younger.

The burden then shifts to the employer to show that the plaintiff was rejected or someone else was preferred for a legitimate, non-discriminatory business reason. The plaintiff then has the opportunity to show that the employer’s reasons were not true, but were a pretext for discrimination.

Prior to the decision in this case, some lower courts had found that the plaintiff then would have to produce additional evidence that there was an intent to discrimi-

nate. If the plaintiff could not, the judge could dismiss the case on motion from the employer without sending it to a jury for a decision.

The Supreme Court held that no further additional evidence is needed to prove discrimination. A jury could infer discrimination from the evidence used by the plaintiff in establishing his case and the falsity of the employer’s defense.

There could be a finding by the jury of discrimination as the most likely explanation, once the employer’s explanation has been discredited.

This rationale will likely be applied by the courts to Title VII employment discrimination, and Rehabilitation Act cases. The outcome will be fewer summary judgment motions granted for the employer; more jury trials and a lower burden of proof required for the plaintiff to prevail.

The lesson for employers is that it is more critical than ever, that the rationale for termination and other adverse employment actions is clear, well documented and supported by the proof.



## Services boost number of hispanic recruits

By Staff Sgt. Kathleen T. Rhem

American Forces Press Service

As America becomes more diverse, the military services are working hard to keep pace and offer opportunities for everyone.

The services are working particularly hard to increase the number of Hispanic recruits. The Army, for instance, added more than \$10 million to its recruiting budget this year for advertising aimed at Hispanic audiences, said Army Maj. Kathleen Johnson, chief of the Army Recruiting Command's Local Advertising and Promotions Division at Fort Knox, Ky.

All the services are targeting advertising to markets with high Hispanic populations. They're running ads in Spanish and English in publications with high Hispanic readership, as well as running Spanish ads on several major Spanish-speaking television networks in the United States and Puerto Rico.

Military recruiting representatives noted the Spanish-language ads aren't necessarily targeting the potential recruits, most of whom have fine English skills. Rather, they're intended for family members and educators who influence young peoples' decisions to join a military service.

"We're more likely to encounter 'influencers' — moms, dads, coaches, educators — who communicate predominantly in Spanish," said Master Sgt. Tom Clements, a spokesman for Air Force Recruiting Service at Randolph Air Force Base, Texas. "Annual surveys of our basic trainees say the vast majority of our recruits still discuss their options with family members," he added, highlighting the importance of reaching both the influencers and potential recruits.

Most of the people entering the military today were educated in American schools, but that's not necessarily the case among their parents and older family members, said Marine Staff Sgt. Bruce Katz, advertising chief for Marine Corps Recruiting Command at Marine Corps Base Quantico, Va.

The Army also advertises in Spanish "to be respectful of the Hispanic culture," Johnson added. In addition, some of the services have Spanish-language versions of their recruiting pamphlets and literature, and all literature is "designed to show our cultural mix," said Master Sgt. Juan Demiranda, an Air Force Recruiting Command account executive.

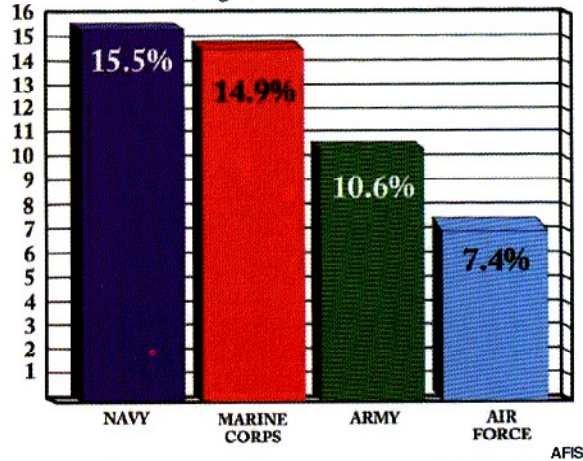
Service representatives also participate in conferences of major Hispanic professional and cultural organizations. They give presentations, and they set up booths so interested individuals can meet with Hispanic servicemembers and learn about opportunities in the military.

Military representatives also participate in the annual conferences of such organizations as the League of United Latin American Citizens, the Hispanic Engineering National Achievement Awards Convention, the United Council of LaRaza and the Mexican American Engineers Society.

"Through our involvement with these organizations and the opportunities through their national conferences and conventions, the Marine Corps is able to present what it has to offer a young American of Hispanic descent," Katz said. His Air Force and Army counterparts echoed the sentiment.

The Army, going further than the other services to attract non-

U.S. Military Service Recruits of Hispanic Descent  
Percentages as of Fiscal Year 2000



Percentages of FY 2000 recruits who were of Hispanic descent. About 11.7 percent of the American population is of Hispanic descent.

native-English speakers, helps some recruits learn basic English before they report to basic training. Most are from Puerto Rico, but Army Capt. Ed Weissing, commander of Company E, Defense Language Institute English Language Center at Lackland Air Force Base, Texas, said the center currently has students who speak Korean and Ukrainian.

Weissing explained the program's purpose is to improve recruits' English skills to the level they need to be successful in military basic and technical training. He said the program's 500 students per year take an average of 14 weeks' training to reach that level of competency.

The other services require recruits to be fluent in English before enlistment. "So many of our career fields are so very technical that English proficiency is really very important," the Air Force's Clements said.

The Marine Corps' Katz noted that once recruits are accepted for enlistment, "they're going to be communicated to in English."

The Army and Navy also try to place available Spanish-speaking recruiters into vacancies in areas with high populations of Spanish speakers. "Our recruiters say it's always more effective to be able to communicate well with somebody," Johnson said. "When you're dealing with influencers it really helps to be able to speak their language."

Hispanic Americans comprise 11.7 percent of the population. The services' efforts are paying off in numbers and increased diversity of the force.

The Navy and Marine Corps lead the pack. In fiscal 2000, 15.5 percent and 14.9 percent of their recruits, respectively, were Hispanic. Hispanics totaled 10.6 percent of the year's Army recruits. The Air Force lagged slightly at 7.4 percent.

"The Air Force could be doing a little better, but the encouraging news is we've about doubled our percentage of Hispanic recruits in the past seven or eight years," Clements said.



## Register provides history of women in military

**By Brooke Ruivivar**  
*Army News Service*

The Women in Military Service for America Memorial at Arlington National Cemetery currently lists only about 18 percent of all servicewomen and female veterans, something the memorial's staff is working to correct.

A register inside the memorial has listings for approximately 300,000 of the 1.8 million women who served in the military. Visitors can type in the name of a servicewoman they know and the database will retrieve the woman's picture, rank and a quote about the most memorable event during her military career. Visitors can obtain a printout of the record for \$5.

"People will come in and say their mother served - they are very proud to see their mother or grandmother's name in the computer," said retired Brig. Gen. Connie Slewitske, vice president of the memorial's board of directors.

"The greatest number of women registered are World War II women. They have been our greatest supporters," she said.

One misconception about the register is that it contains only the names of retired servicewomen, Slewitske said. Although the register contains the names of famous women in military history such as Clara Barton—the founder of the Red Cross who was known as "the angel of the battlefield" during the Civil War - the register is open to

all women who served or are serving.

"Originally we had problems registering active-duty women because of the word 'memorial.' They thought you had to be dead to register!" Slewitske said.

"You can be registered as soon as you become a veteran, which is about 24 hours after you join the service," said retired Brig. Gen. Wilma Vaught, the president of the memorial's board of directors.

Registration is a way to preserve an important part of history, Vaught said.

"Most people don't have any idea how many women served in the military, the idea of what they did before or what they are doing now. It has to do with causing you to see yourself in a historical perspective. Many women have not understood the importance of what they did in the military service until they see something that makes them realize that what they did was really significant."

Slewitske said the memorial has a limited budget that restricts its efforts to inform the public about the register.

"We depend on our volunteers out there to speak about the memorial. Some of them have even been on television and radio shows," she said.

"We have field representatives across the nation - they do a lot of things on a local level, like going to Veteran's Day programs and military bases, trying to get people to register that way. We also have a

downloadable registration form on our web site," Vaught said.

The memorial has no access to military records, so it must use other methods to register veterans.

"A lot of people send obituaries to us, and I watch the newspaper for obituaries," Vaught said. "That's our main source of getting people registered that we wouldn't otherwise have."

The memorial asks for a \$25 donation upon registration, which helps offset the cost of maintaining the database, said Jennifer Finstein, public relations and education coordinator for the memorial. Vaught added that although the donation is appreciated, "you don't have to donate to register."

Finstein said the latest registration tactic the memorial is pursuing involves local D.C. schools.

"We have some local schools who are registering women as part of assignments for students in elementary and high school. They go out and seek the registration and biographical data for school and then turn it in to us. Ultimately, we'd like to make that a national or international [program]," Finstein said.

To register with the Women in Military Service for America Memorial, call 1-800-222-2294 or e-mail [wimsa@aol.com](mailto:wimsa@aol.com). A copy of the registration form can be downloaded from <http://www.womensmemorial.org>.

## Coast Guard names new cutter for WWII SPARs

The U. S. Coast Guard honored its women who served in WWII during an Aug. 12 launching ceremony for Coast Guard Cutter SPAR (WLB 206) at Marinette Marine Corporation in Marinette, Wisconsin.

U. S. Attorney General Janet Reno served as keynote speaker and sponsor. Other speakers included U. S. Senator Herbert Kohl, (D-WI), Bart Stupak (D-MI) and Vice Admiral Timothy Josiah, Chief of Staff, U.S. Coast Guard.

The SPAR was named in honor of the 11,000 women who served in the United States Coast Guard during World War II. Nearly a hundred Coast Guard SPAR veterans attended the ceremony.

"Semper Paratus - Always Ready," the Coast Guard motto, was condensed to the SPAR acronym to symbolize the woman's corps because it reflected their attitude and willingness to contribute to the war effort.

Like the Women's Army Corps (WAC), Womens Airforce Service Pilots (WASP) and the Navy's Women Accepted for Volunteer Emergency Service (WAVES), the SPARs were integral to

the Allied victory in World War II.

In addition to success in their wartime role, the pioneering service of the Women's Reserves helped to lay a cornerstone for the future integration of females into the Coast Guard, where all opportunities and jobs are open to women.

The U.S. Coast Guard Cutter SPAR is a 225-ft seagoing buoy tender that will serve in Kodiak, Alaska, under the command of Lt. Cmdr. Joanna Nunan. It will have a complement of six officers and 34 enlisted personnel. SPAR will join her sister cutters, now operating in both the Atlantic and Pacific Oceans, which form a new fleet of technically advanced and highly capable buoy tenders.

SPAR is equipped to perform search and rescue, law enforcement, pollution response and domestic icebreaking missions as well as servicing aids to navigation.

The newest SPAR is the second Coast Guard vessel (buoy tender) to bear the name. The first was launched in 1944 and decommissioned in 1997.



## Making their presence felt

# Black soldiers make history in the Reserve

By Lt. Col. Randy Pullen

*American Forces Press Service*

African Americans in the Army Reserve have made, and continue to make, more history than can be confined to Black History Month when it comes around in February.

The month does make for a suitable occasion, however, to take note of some of the things that African Americans have accomplished in the history of the Army Reserve.

The following article is hardly exhaustive, but just a sample of the contributions these citizen-soldiers have made to the Army Reserve, the Army and the nation.

Black Americans have been part of the Army Reserve since World War I. In 1917, history notes, 639 "colored" reserve officers (as the segregated Army then designated them) were commissioned from the Officers' Training Camp at Fort Des Moines, Iowa.

During the Great Depression, Black members of the Officers Reserve Corps served in Civilian Conservation Corps camps.

As they did in World War I, African American reservists served in World War II in segregated units. Segregation ended in 1948 through an executive order signed by President Truman. In reality, integration took time.

Black reservists called up for combat duty when the Korean War broke out they found themselves in all-Black units such as the 24th Infantry Regiment.

The 1954 "Project Clear" study came to the same conclusion that the Army learned by combat experience in Korea: Integration would enhance effectiveness. That same year, the last all-Black unit was disbanded.

African Americans today are full and integral parts of the Army Reserve team. Blacks make up 25.4 percent of the Army Reserve today — more than 52,000 African-Americans serve in the Selected Reserve. Just as the Army cannot do its mission without the Army Reserve, then, the Army Reserve cannot do its missions without its Black citizen-soldiers.

At present, nine Black Army Reserve general officers or promotable colonels serve on active duty; three more are in the Standby Inactive Reserve. They serve as commanders or deputy commanders of major Army Reserve commands or as senior staff officers at Army-level organizations.

The Army Reserve's first Black general officer was John Q.T. King, a World War II veteran who became a brigadier general on Feb. 8, 1974.

In December 1999, Col. Bernard Taylor Jr., an African American, became the Army Reserve deputy chief for the Individual Mobilization Augmentee program.

Command Sgt. Maj. Collin L. Younger, an African American, is the fifth senior enlisted adviser to the assistant secretary of de-



National Archives

Men of the all-Black 24th Infantry Regiment move up to the firing line in the early days of the Korean conflict.

fense for reserve affairs. Previously, he had been simultaneously the command sergeant major of the Army Reserve and the first command sergeant major of the U.S. Army Reserve Command in Atlanta. Prior to his current duty, he was installation command sergeant major at Fort Dix, N.J.

Another notable noncommissioned officer is Command Sgt. Maj. Sheila Williams, commandant of the NCO Academy at Fort Lewis, Wash. She's the first Black woman to attain the rank of command sergeant major on Active Guard/Reserve status.

Black reservists make names for themselves outside their military duties, too. In 1996, 1st Lt. Ruthie Bolton became the first Army reservist to make the U.S. Olympic women's basketball team.

Another black Olympian is 2nd Lt. Garrett T. Hines, a member of the U.S. bobsled team at the 1998 Winter Olympics in Nagano, Japan, and 1998 Army Male Athlete of the Year.

Wherever the Army Reserve is today, from the Balkans to Central America, from an Army reserve center in New York to an exercise at Fort Irwin, Calif., Black reservists make their presence felt.

In the final analysis, when foes and friends look at someone in a battle dress uniform, hospital whites, flight suit or dress greens, they don't see a Black reservist or woman reservist or even an Army reservist. What they see are American soldiers — who will do what America asks, no matter their color, sex or how many days of the week they wear a uniform.

And when these soldiers do that, they make more history.

**(Editor's Note:** Pullen is assigned to the Public Affairs and Liaison Directorate of the Office of the Chief, Army Reserve, in the Pentagon.)



## 65th Infantry 'Borinqueneers'

# Army honors Puerto Rican heroes of Korean War

By Gary Sheftick

*Army News Service*

On the 50th anniversary of their arrival in Korea, veterans of what many consider the most-decorated unit in that war — the 65th Infantry Regiment from Puerto Rico — gathered at Arlington National Cemetery.

Secretary of the Army Louis Caldera laid a wreath at the Tomb of the Unknowns, dedicated a tree and unveiled a plaque at the cemetery Sept. 20 in honor of 65th Infantry soldiers. During the Korean War, seven of those soldiers earned the Distinguished Service Cross, more than 130 earned the Silver Star and more than 3,800 received the Purple Heart for being wounded or killed in action.

One of the Distinguished Service Cross recipients, 80-year-old Modesto Cartagena, traveled from Puerto Rico to be at the ceremony. He wore his class A uniform with sergeant first class stripes. "I'm very proud to be here today," Modesto said through the translation of his son, a retired border patrol agent.

Modesto's citation credits him with "single-handedly" knocking out enemy machine-gun emplacements on hill 206 near Yonchon, Korea, in April 1951. Modesto said he destroyed the enemy positions with grenades the Chinese threw at him, but he hurled back. His citation reads that "although knocked to the ground by exploding enemy grenades," he made three more assaults on enemy positions before being wounded by automatic weapons fire. Modesto, when asked about attacking the positions alone, Modesto said at first he thought the rest of his squad was behind him, and didn't realize they had been wounded and forced to seek cover.

The 65th Infantry participated in nine major battles in Korea, according to Maj. Gen. Roger C. Schultz, director of the Army National Guard. During welcoming remarks at the ceremony, he said the unit's action in December 1950 is "recognized as one of the most significant in the annals of military history."

In December of 1950, U.N. forces had fought across Korea and almost reached the Manchurian border when thousands of



National Archives

Hispanic soldiers from the 65th Infantry fire at Chinese Communist troops during the Korean War.

Chinese troops entered the fight. The 65th did a blocking action, enabling the Marines to withdraw.

"We are talking about a regiment that yet has been equalled in terms of performance," Schultz said.

Soldiers of the 65th were not accustomed to the bitter cold of Korea in December, said Congressman Carlos Romero-Barcelo, resident commissioner for Puerto Rico. He said many had never before seen snow — yet they fought on bravely.

"They faced hordes of Chinese, but did not flinch, not even an eyelash," he said. "...in the face of terrifying odds, they forged a legend."

Just days after their ship came into the Pusan harbor in September 1950, infantrymen of the 65th engaged the enemy, Romero-Barcelo said, adding that they were often in the thick of fighting until the end of the war in 1953.

Caldera said that soldiers of the 65th also faced another enemy: prejudice. He said that although President Truman had ordered integration of the armed forces almost two years earlier, units were still segregated when the Korean War began.

"Their pride did not let that affect their performance," Caldera said of the 65th soldiers. He said their performance attracted the personal attention of Gen. Douglas

MacArthur, who in February 1951 wrote: "The Puerto Ricans forming the ranks of the gallant 65th Infantry on the battlefields of Korea by valor, determination and a resolute will to victory give daily testament to their invincible loyalty to the United States..."

A statement by retired Brig. Gen. Rodriguez-Balinas of the 65th was also read at the ceremony. It said for too long, the Korean War had been called a "conflict" and a forgotten war. "For those of us who fought, it was a full-scale war," the general said. "Veterans are grateful for the change of attitude."

The general had planned to be at the ceremony, but could not make it due to being hospitalized earlier this week in Puerto Rico, according to a spokesman. His statement went on to say that 8 percent of all the American infantrymen who fought in Korea were Puerto Ricans.

The 65th fought in Korea as part of the 3rd Infantry Division, known as the "Rock of the Marne." Soldiers of the 65th Infantry themselves went by the nickname "Borinqueneers."

Today the National Guard newspaper in Puerto Rico is called the Borinqueneer. And the 92nd Brigade of the Puerto Rican National Guard, Schultz said, carries on the lineage of the 65th Infantry.



## Features

# Converts to Islam work to make life a little easier and spread understanding of the religious needs of **Military Muslims**

By **Linda D. Kozaryn**

*American Forces Press Service*

WASHINGTON—Qaseem Ali Uqdah and Abdullah Hamza Al-Mubarak share a common goal. Both former enlisted men aim to help make life a little easier for people in the armed forces who share their faith.

Uqdah, a former Marine, and Al-Mubarak, a former airman, are followers of Islam, a religion based on the teachings of the prophet Mohammed. The 1.2 billion who practice the faith worldwide are known as Muslims. They believe in one God, Allah, and abide by religious laws written in the Koran, Islam's holy book.

Islam is the fastest growing religion in the United States. The Council on American-Islamic Relations here estimates there are now 6 million Muslims in America compared to 2 million in the early 1970s. Nearly half are African-American converts. The rest are immigrants from such countries as India, Pakistan, and Arab and African nations.

Uqdah and Al-Mubarak converted to Islam and while on active duty often found themselves with nowhere to turn for religious guidance. For the most part, Muslim chaplains were unheard of in the armed forces. When the two service members left the enlisted ranks, they set out to help their religious brethren in uniform.

Uqdah, a 21-year Marine Corps veteran, today heads the American Muslim Armed Forces and Veterans Affairs Council, based in Arlington, Va. Al-Mubarak is now an Air Force Reserve second lieutenant and attending the School of Islamic and Social Sciences in Leesburg, Va. Upon completing seminary training in May, he will become the Air Force's first Muslim chaplain.

"When I started at Parris Island (Marine Corps Recruit Depot, S.C.) in 1975, there was no support for Muslim service members," Uqdah recalled. The former gunnery sergeant has worked to change that since he retired eight years ago. "It's been a labor of love. This is like Christian missionary work. We have to have someone focus on it. If you don't, it's going to fall short."

Since Uqdah and Al-Mubarak served in the enlisted ranks, mili-



Linda D. Kozaryn

**Air Force 2nd Lt. Abdullah Hamza Al-Mubarak addresses fellow Muslim service members at the Pentagon's second annual Iftar celebration marking the Islam holy month of Ramadan. Al-Mubarak is due to become the Air Force's first Muslim chaplain when he completes seminary training in May.**

tary leaders have come to recognize Muslim servicemembers' religious needs. Things have improved somewhat for the estimated 4,000 Muslim service members now on active duty. Two Muslim chaplains serve the Army and two serve the Navy.

Along with Al-Mubarak, two more Muslim chaplain candidates are in training, one for the Air Force and one for the Army. The first permanent Islamic mosque, the Masjid al Da'wah, opened at Norfolk Navy Base, Va., last November for the estimated 750 Muslim sailors there.

Al-Mubarak said he experienced "a certain level of anxiety and emptiness" not having a chaplain of the same faith. He said he missed having someone who could facilitate his religious needs and understood his religious etiquette.

In 1995, he took the initiative to find out why there were so few Muslim chaplains and got the ball rolling to do what he could to change that. Two years later, he picked up his commission and entered the Air Force chaplain candidate program. The program allows the military and the candidate to look each other over while the candidate's enrolled in seminary, he said.

Today, Al-Mubarak goes on active duty during seminary training breaks and works with chapel staffs. "In my case, whatever base I go to, it has been something new for everybody," he said.

"Other chaplains have been fantastic at showing me what it takes to be a chaplain — how to help airmen, how to work within an ecumenical environment to facilitate other faith groups without compromising your own."

Uqdah and Al-Mubarak recently helped senior military leaders recognize Muslim service members. Deputy Defense Secretary John J. Hamre and Vice Adm. Vern Clark, director of the Joint Staff, invited them and about 25 Muslim service members to the Pentagon Jan. 15 in honor of the month-long celebration of Ramadan.

During Ramadan, Muslims do not eat, drink or have sexual intercourse from sunup to sundown. After sundown, they break the fast during "Iftar." This was the second annual Ramadan Iftar hosted at the Pentagon.

Please see **MUSLIM**  
**Page 18**



## Cover Story

# The military's doctrine of accommodation is not a new idea; it's based on our ancestors' quest for **Religious Freedom**

*Congress shall make no law respecting an establishment of religion, or prohibiting the free exercise thereof; or abridging the freedom of speech, or of the press; or the right of the people peaceably to assemble, and to petition the Government for a redress of grievances.*

— **First Amendment to the U.S. Constitution**

**By Sgt. 1st Class John Pennell**  
*Reflections Editor*

Ask any freshman taking American history and they'll tell you one of the major factors for European settlement in early America was religious persecution back home.

So it's not surprising that when their descendants decided on self rule, one of their first orders of business was to ensure that government kept its fingers out of the people's freedom to worship according to their own conscience. This amendment not only said the fledgling United States could not establish a state religion (like the Church of England or others from which their ancestors had fled), but it could not prohibit the free exercise of a person's personal dogma.

What this has come to mean for personnel in, and associated with, the U.S. military is a program of accommodation for hundreds of religious practices at the multi-





# Cover Story

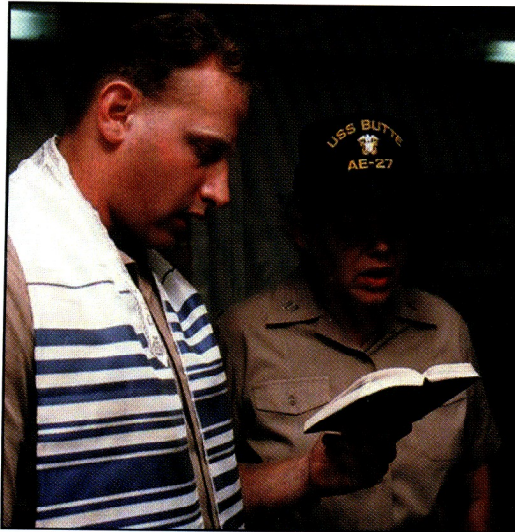


tudes of bases, camps, forts and all the ships at sea.

"From the military perspective, as a chaplain, I come as an ordained member of a particular denomination representing my church," explained Chaplain (Cmdr.) Frank Holley, DEOMI Chaplain. "I also come with the understanding that whoever comes through my door, I'll do what I can to accommodate them.

"That doesn't mean that everyone can be accommodated, because it's ultimately the commanding officer's decision," said Holley, who teaches religious diversity awareness for a variety of DEOMI students. "Department of Defense Directive 1300.17, Religious Accommodation in the Military, basically says that a commander should accommodate — not must, but should.

"The standard on which the decision is based is essentially: How is this action going to affect the good order and discipline, morale and unit cohesion? In other words, how is it going to affect the mission?"



So, where does the Equal Opportunity Advisor fit into this equation?

"The EOA becomes a resource of knowledge," Holley explained. "That's why we try to give them not only as much as we can in a three-hour class, but also various other information sources they can turn to, including several web sites which are mentioned in the note takers and the bibliography.

"If you just log onto the Internet and search for 'religion,' there are more sites than you can possibly imagine," he said.

"Taking as much information as possible from the Internet and other sources, including the command chaplain, the EOA can then brief the commander on the religious accommodation needs of the individual," he said.

"Basically you are simply an information source for the command and an advocate for the individual. The commanding officer is the one who makes the determination as to whether or not a request can be accommodated.

"It's the EOA's job to do what they can to ensure it is an informed decision."

"The standard on which the decision is based is essentially: How is this action going to affect the good order and discipline, morale and unit cohesion? In other words, how is it going to affect the mission?"



## Defense Advisory Committee on Women in the Services

# SecDef reappoints McCall as chair

Secretary of Defense William S. Cohen has re-appointed Vickie L. McCall as chair of the Defense Advisory Committee on Women in the Services (DACOWITS), for 2001.

Members typically serve a three-year term on DACOWITS. There have only been five times before when the chair was asked to stay on for a fourth year. All positions on the DACOWITS committee are non-salaried positions.

McCall was appointed to DACOWITS in 1998 where she served on the Forces Development and Utilization Subcommittee and then became the vice chair of that same subcommittee a year later.

As chair of the full committee, she has championed a number of issues including a review of childcare services and has fostered a stronger partnership between DACOWITS and the Services' leadership.

In 1951 then Secretary of Defense George C. Marshall established DACOWITS to advise him on policies and matters relating to women in the armed forces. It's been in existence ever since.

The committee is composed of 30 to 40 civilian members selected on the basis of their achievements in business, professional fields, civic service, and by geographic location.

The latter criterion fosters diverse representation throughout all areas in the United States with a military presence.

Additionally, McCall has announced the selection of the 2001

Executive Committee. The selections are effective January 1, 2001. Chosen from existing members, the executive committee provides the leadership and coordination for the committee's activities.

The executive committee members for 2001 are:

-- McCall from Ogden, Utah, chair;

-- Deborah M. Ching of Honolulu, Hawaii, vice chair;

-- Susan L. Patane of San Bernardino, Calif., second vice chair;

-- Donald H. Green of Chevy Chase, Md., chair, Equality Management Committee;

-- Barbara P. Glacel of Oak Hill, Va., vice chair, Equality Management Committee;

-- Patricia M. Gormley of Newfields, N.H., chair, Forces Development and Utilization Committee;

-- Marene N. Allison of South Orange, N.J., vice chair, Forces Development and Utilization Committee;

-- Caroline L. Lattimore of Durham, N.C., chair, Quality of Life Committee;

-- John S. Fairfield of Oak Hill, Va., vice chair, Quality of Life Committee; and

-- Laura A. Liswood of Washington, D.C., chair of the Self-Study Team.

Further information about DACOWITS may be found at [www.dtic.mil/dacowits](http://www.dtic.mil/dacowits).

## MUSLIM

from Page 15

Uqdah said the event is designed to remind commanders and senior enlisted members that they have Muslim service members within their ranks.

"Often, Muslim service members have the support of the chaplain, but the one who truly makes a difference is that commanding officer," he said. "When an issue comes up with respect to religious accommodation, ... the chaplain will make a recommendation, but the commanding officer is the one who says, 'This is what's going to happen.'"

By recognizing Muslim service members at the Pentagon, military leaders send a clear signal to the field that "Muslim soldiers are there; take care of them," Uqdah said.

Before dining, the Muslim troops turned toward Mecca, the Muslim holy city in Saudi Arabia, and chanted prayers led by Army Muslim Chaplain (Capt.) Mohammed Khan of the 519th Military Intelligence Battalion, Fort Bragg, N.C.

Khan also led prayers during the first Iftar at the Pentagon.

Khan, an 18-year Army veteran born in India, said he originally worked in preventive medicine in the Army Nurse Corps. He said he became the Army's second Muslim chaplain in May 1997.

"They were looking for chaplains, so I switched over," he said. "I was already serving the Army, educating commanders and troops about Islam, especially during Desert Storm. I was writing articles about Muslim events like Ramadan and dietary requirements for Muslim soldiers."

Khan said the annual Pentagon celebration of Ramadan is very encouraging and supportive for Muslim soldiers. "It indicates the integrity of the armed forces that they're committed to all faiths," he said.

One guest who accompanied Khan from Fort Bragg echoed the chaplain's view. Army Pfc. Boukassim Khalid of C Company, 1st Battalion, 321st Field Artillery, said the Iftar celebration gave him a chance to meet some fellow Muslims and discuss religious is-

sues. Originally from Morocco, Khalid said he joined the military two years ago to earn education benefits. "Muslim troops are a minority, but they are a part of the military," he said.

After Muslim service members said prayers and broke their day's fast with water and dates, Clark expressed his appreciation for their contribution to the nation's defense. "I'm thankful that we're here where it's all right for us to have different views and different faiths," he said. "Diversity is part of our greatness."

Hamre, who also spoke at last year's event, told the group, "we come together as people of faith who have assumed a larger responsibility — service to our country."

Hamre said the fundamental principles expressed in the Constitution — liberty, justice, equality and opportunity — are the same fundamental values of Muslims, Christians and Jews. "We are faithful to our Constitution only if we recognize the religious freedoms and rights of all of our soldiers, sailors, airmen and Marines," he said.



## Sexual harassment crosses boundaries

### Case studies suggest prevention is preferred

*Army News Service*

Chances are that you, or someone you know, has first-hand knowledge of at least one instance of sexual harassment in the workplace.

Perhaps even you have been harassed,

or have done some harassing.

Whatever the case, you can't escape the barrage of information coming from all corners of command and management on how to deal with acts of sexual harassment. A problem as big as sexual harassment calls for a barrage.

Even a barrage is not enough; leaders and workers must follow it up with the precision fire of intervention.

Here are two cases that typify what the average person may encounter on the spectrum of sexual harassment:

One day, Debbie Dorsey found herself escorting a high-ranking guest around the installation where she worked. The visitor had just arrived on a flight from the West Coast, and Dorsey had volunteered to drive him to his hotel.

Once inside her car, the visitor lost no time turning the conversation to personal matters: "Debbie, do you have children? Is this your first marriage? What kind of alcoholic beverage do you prefer?"

Halfway to the hotel, he placed his hand on her thigh. Dorsey said: "Don't do that."

He persisted, so she let him off at the nearest cab stand. Later that day, she filed a grievance, partly to protect herself from any claim by him that she treated him rudely.

Freddie Freeman, a young soldier at a Southeastern post, had been on the job only a few months when his supervisor, a woman, invited him and one of his buddies to stop by her place for a few drinks at day's end.

Freeman's buddy left early to meet his wife; Freeman stayed on. An hour and two drinks later, Freeman's supervisor reached over with her hand, gently stroked the back of his neck and said: "You know, I might be able to promote you in a few months if you could handle a few minor modifications to your job description."

He thought fast and said: "I never like to mix business and pleasure. We'll talk about it at the office tomorrow, okay?" Then he called a cab and left, hoping his spurned supervisor would take no reprisals in the

### When touching is taboo

Physical contact often is thought of as harmless, normal and necessary in all our relationships. A handshake, a pat on the back, and sometimes even an affectionate hug are common physical expressions we use to communicate with one another.

These can foster camaraderie and cohesion. But when the expressions are unwarranted and unwanted, or when recipients describe them as pinching, patting, grabbing, stroking, rubbing, or caressing, they cease being acceptable gestures and become harassment.

One rule that helps avoid any question of harassment is to treat men and women the same: Do for each what you do for the other.

### What is it?

Here's a simple "litmus" test for determining whether a person's behavior amounts to sexual harassment. Ask yourself the following questions:

Is the conduct suggestive or blatantly sexual?

Is the conduct unwelcome by any person subjected to it?

Does the conduct create a hostile or offensive work environment?

Have sexual favors been demanded, requested, or suggested — especially as a condition of employment or career and job success?

If you answer "yes" to one or more of the questions above, you probably are dealing with a case of sexual harassment. What form does it take? There are many:

#### Verbal Abuse

Profanity \* Off-color jokes \* Sexual comments \* Threats \* Overt reactions to physical appearance (barking, growling, whistling, etc.) \* Applying terms of endearment to co-workers ("honey," "baby," "dear").

#### Non-Verbal Abuse

Leering \* Ogling \* Blowing kisses \* Licking lips \* Winking \* Giving or displaying sexually suggestive cartoons and pictures \* Provocatively posing or adjusting clothing in the presence of others.

#### Physical Contact

Stroking \* Patting \* Hugging \* Pinching \* Grabbing \* Sidling up to someone \* Cornering \* Blocking a passageway \* Kissing \* Giving unsolicited back rubs or neck rubs \* Adjusting someone's clothing (without permission) \* Making foot or knee contact (playing "footsie-kneesie").

workplace.

In each of these cases, the victim sought, and found, an appropriate remedy:

Dorsey rejected a pass on the spot, then filed a formal complaint; Freeman deflected his supervisor's pass and hoped the problem would pass. There is no single right solution for every case of harassment.

### Prevention preferred

What measures might have prevented these problems in the first place? For years now, equal-opportunity advisers Army-wide have been offering the answer through programs promoting awareness and compliance.

Their message is simple and straightforward: Train your soldiers.

Make sure they understand what constitutes sexual harassment. (See the sidebar "What is it?")

Impress upon them the negative effect that sexual harassment has on personal performance and unit cohesion.

Instruct them in proper techniques to use if they become victims. Ensure they know how the complaint system works, and whom they can go to for help.

Train your subordinate leaders in appropriate procedures for processing and resolving complaints.

Such training may never result in total elimination of the problem — any more than regular ethics training can prevent all unethical conduct. But it can and does give you a head start on coping with one of society's more vexatious problems.

### Heed and lead

Every leader in the Army has a vested



# Features

interest in cracking down on sexual harassment. This inappropriate, unwarranted sexual behavior, EO advisers and commanders point out, undermines unit cohesion, effectiveness and discipline.

Consider that in a 1992 survey of soldiers, more than 50 percent of those responding reported incidents of teasing, jokes or sexual questions.

About 50 percent of women and 38 percent of men reported incidents of touching, leaning over, cornering, pinching or "brushing against" of a sexual nature.

The survey data should sound a red alert for us all: The total numbers of sexual-harassment complaints, filed through the channels of EO advisers and inspectors general, increased during fiscal year 1992.

If you review EO literature defining the substance and scope of sexual harassment, you'll get a good picture of what we're talking about: "Sexual harassment takes many forms. It can be active behavior — such as telling sexually explicit jokes or using obscene gestures and profanity. It can be passive, like displaying obscene materials in the form of notes, cartoons and photographs. Using such gratuitous pet names as 'babe,' 'honey,' or 'sweetie' can lead you across the line into sexual harassment.

That kind of language can be both inappropriate and patronizing to the recipient.

"A request for sexual favors, when used for personal gain or accompanied by a promise of preferential treatment or threat of punishment, constitutes sexual harassment. Repeated, unwelcome requests for dates also come under the definition. The victim, incidentally, determines the degree of unwelcomeness."

## **Intervention promotes prevention**

EO advisers have explained several elements of a good prevention program:

**Lead by example.** As you and your col-

leagues develop appropriate behavior patterns, attitudes will change as well.

**Train your soldiers.** Research shows that interactive, small-group discussion most effectively trains persons on how to prevent sexual harassment. Have the groups include soldiers or civilians of both genders. Keep your training base up to date and tailored to your unit. Use varied and realistic vignettes to prompt discussion of the various facets of the problem

**Counsel your subordinates; be their mentor.** Don't be afraid to get involved. If you lack the answer to a tough question, or feel unable to deal with a particularly complex situation, seek help from the unit EO adviser.

**Take swift and appropriate action on all complaints.** Intervene when you see sexual harassment. Taking no action in a situation, no matter how minor, implies that you condone inappropriate behavior, or that you're ignorant of what's going on.

**Encourage and develop assertiveness in soldiers.** The most effective technique to deal with sexual harassment consists of having the victim talk to the harasser. The harassed person needs to say no. Confrontation, however, may not always be the best course of action, especially if the harasser is a repeat offender or may be seeking reprisal for any reason.

Dealing with sexual-harassment complaints should mirror the way NCOs deal with any other problem of concern to the unit commander: They gather all the facts and present them to their commanders.

## **The dynamics of involvement**

EO advisers note that the inertia of cop-out non-involvement can backfire on both the complaint handler and the unit. They add that sometimes organizational damage can ensue more from doing nothing than from doing the right thing. And they seek

## **The shame of lame excuses**

If you face an issue of harassment, stand up to it. Don't let these lame excuses delay or deter you.

"I don't want to hurt his/her (the harasser's) career"; or, "I may hurt my career." Having moral courage — doing the right thing no matter what — is one of our cherished values. Quick, decisive action will save more careers than it will end.

"Boys will be boys"; "He meant no harm." As mature adults, we're responsible for our actions in today's Army.

"It's an uncomfortable issue"; "I don't know a lot about this"; "It may be an embarrassing issue to discuss"; or "I don't want to get involved." Yes, some may find it difficult to discuss sexual harassment. But we must discuss it, because open discussion and interaction help us deal with it.

"I thought if I ignored it, it would go away." The truth is, ill-feelings, mistrust and divisiveness fester until harassment stops. Like most problems, sexual harassment doesn't get better with age.

to counter the inertial do-nothing/do-little mind-set by exposing the various pet excuses that portray it.

In the end, solving the problem of sexual harassment remains a team task to be headed by enlightened, committed leaders and driven by common sense.

As an EO adviser at the Pentagon puts it: "We work to prevent sexual harassment not because we're following orders but because our doing so benefits the unit, keeps readiness high, and strikes us as the right thing to do."

(Information taken from a Department of the Army Command Information Package)

# Tips for resolving harassment complaints

Take complaints seriously; make the complainant feel secure and welcome. Consider first the effect on the harassed person, not the intent of the harasser.

Refer the harassed person to a professional for counseling if needed. The chaplain, hospital social worker or other medical professionals provide expert help to those who need it.

Don't immediately label or condemn the alleged harasser. Maintain objectivity and thoroughly assemble the facts.

Don't overreact; determine exactly what occurred, when and where. Determine what physical actions (behaviors) took place, how the complainant responded, and who the witnesses were.

Determine any previous occurrences and find out how long they have been going on. Later, see if the complainant will write a statement — that is, formally complain.

If there is evidence of crime — such as rape, sexual assault, blackmail or extortion — stop your fact-finding. Immediately refer the complainant to the military police or the Criminal Investigation Command. Then, let the chain of command know what is happening.

Even if the complainant prefers no charges, never condone sexual harassment. Curtail it and keep the climate copacetic in your command or office. (ARNEWS)



# Features

Little guidance is available, but much is needed when planning to deploy an EOA with the rest of the commander's staff to an

## Immature Theater

By Maj. Dwayne A. Edwards and Maj. Bruce W. Dempsey  
*U.S. Army*

There are many challenges in establishing and maintaining an equal opportunity program in an immature theater.

For the purpose of this article, an immature theater is defined as an area the U.S. military does not traditionally operate within; an area that has the expectation of joint operations between two or more branches of service, with U.S. forces expected to number more than 10,000 and living conditions are considered austere.

Recent examples of immature theaters are Somalia (Operation Restore Hope), Haiti (Operation Uphold Democracy) and Bosnia (Operation Joint Endeavor). Operations in the immature theater span the entire spectrum from "Operations Other Than War" to war.

For years the Army's focus was to contain and defeat a monolithic threat from the former Soviet Union. This primary concern focused most of our Army's combat power into forward deployed, yet garrisoned, bases throughout the world with fairly set "go to war" plans.

The collapse of the Soviet Union triggered a change in our structure, and our force is now tailored towards force projection into entirely different Areas of Operation.

Operations Desert Shield/Storm, Provide Hope, Restore Democracy and Joint Endeavor have demonstrated a different type of operation.

These operations provide little notice before execution/deployment, and are of mid-to-long duration in austere conditions. In addition, the force mixture includes the other services, active duty forces, reserve forces, Department of Defense civilians, contractors and an increasing use of coalition forces.

A unit will fight the way it was trained. It will use systems made available to it and will discard systems it does not need. If the EO program is ignored in the field, it could be ignored and eventually discarded in garrison.

These type of operations reinforce the need for deployable units that are tough, disciplined, and cohesive.

To the military's credit, deploying forces are robust in ability, operationally without peer, and sound in doctrine. These forces also have the benefit of being led by tough, capable leaders and supported by fully deployable primary and special staffs.

Unfortunately, from a doctrinal perspective, the Army has not fully leveraged one of the commander's special staff officers, the Equal Opportunity Advisor, during such deployments.

The U.S. military is one of the most diverse forces ever fielded. It recruits, trains, and deploys people from myriad cultures. It molds cohesive teams willing to make great personal and group sacrifices from individuals who live in the freest society on earth.

This is not an easy task, and leaders have EO programs to assist them in this endeavor. The Army's EO program, in many ways, is an ongoing success story. Unfortunately the program's "Achilles' heel" manifests itself at the critical phase of deploying major forces for operations.

### The Achilles' Heel

The primary reasons for this weakness are:

- a manning process that places EOAs on Army units' Table of Distribution and Allowance instead of Table of Organization and Equipment;
- an almost nonexistent doctrinal review and analysis of the duties of a EOA in the field; and
- a flawed integration of the military's EO program at the joint service level.

The Army has organized itself to provide brigade and higher commanders with fully functioning staffs. From the operations officer to the chaplain, all primary and special staff officers have a detailed outline on their primary responsibilities in a field deployed environment ... except for the Equal Opportunity Advisor.

Field Manual 101-5 is the Army's Staff Organization and Operations Manual. Chapter 3 of this manual provides an outline of both garrison and tactical responsibilities of primary and special staffs; it is 34 pages long.

The section dedicated for EOA responsibilities covers only 1/6 of one page, and does not mention field or tactical responsibilities.

Army Command Policy, Army Regulation 600-20, Chapter 6, the key guide for Army EOAs, does not even address deploying EOAs or outline field specific duties and re-



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sponsibilities.

This lack of attention raises several key questions:

-- Should EOAs deploy and continue EO duties when the unit deploys?

-- Do EO-related duties substantially change in a field environment?

-- Where does a commander position the EOA to best support the unit?

-- And, what equipment is necessary for the EOA to adequately perform the EO mission?

## Should I stay or should I go?

A unit will fight the way it was trained. It will use systems made available to it and will discard systems it does not need. If the EO program is ignored in the field, it could be ignored and eventually discarded in garrison. In most units the EOA position is not even on the Modified Table of Organization and Equipment.

No matter how dynamic or aggressive EOAs are, their effectiveness is nil if they are ill equipped to deploy or do not deploy because of the placement of EOA positions on the TDA (usually considered a garrison document) vice the MTOE (often referred to as the "go to war" document).

There is an argument that an EOA's focus is on day-to-day operations, and by creating and maintaining the proper atmosphere in garrison, that atmosphere will carry over to the field environment.

That philosophy leaves the concern that time, coupled with an austere (deployed) environment, can erode much of the hard work commanders and EOAs have put into their program.

There also is a concern that, by not deploying the EOA, a perception will exist that the EO program really isn't important to operations, and that the EOA is not a full member of the commander's special staff.

The doctrine for today's Army is written for forces that will deploy. The MTOE must reflect the soldiers and equipment that are needed to support the doctrine that commanders will employ for mission success.

To ignore a detailed analysis of the doctrinal integration of the EO program in the field is a total disregard of EO's important relationship to the most important dynamic of combat power, "leader-



U.S. Army

There is a concern that, by not deploying the EOA, a perception will exist that the EO program really isn't important to operations.

\* Advisor \* Trainer

\* Assessor \* Change Agent

The EOA should, however, anticipate an expansion of duties while in the field.

Duties will vary as needs of the commander and the EOA's skills dictate, but often these duties will be associated with personnel, human relations, morale, welfare and recreation areas which still allow the EOA significant contact with soldiers.

The concern the commander and EOA have is to determine when the additional temporary duties start to interfere with the primary duties of an EOA.

A solid measure of this is when the EOA is separated from the commander and primary staff by either time, distance or a combination of both.

If the EOA does not interact with either the commander, the executive officer or the command sergeant major at least once every 72 hours, he or she is probably not in a good position to advise the commander on the human relations environment while deployed.

## Location, location, location

Additionally, if the EOA is performing duties that do not allow interaction with soldiers throughout the unit on a regular basis, then that EOA will be ineffective in gauging the climate and advising the commander regarding what corrective actions to take based upon the climate.

Positioning the EOA in the field is incredibly important. The EOA must have access to the command group, but equally important, EOAs must have access to the soldiers.

For maneuver and fire support units, consider the following technique:

Position the EOA at the brigade rear command post and collocate the EOA with the brigade chaplain to give the EOA access to a staff officer and vehicle that routinely moves around the field to see the troops while occasionally meeting with the commander.

This also provides the chaplain with additional security as the



Staff Sgt. Nicholas J. Blair

An IFOR armored recovery vehicle moves through the Bosnian countryside in support of Operation Joint Endeavor.



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unit ministry team moves around the field.

For units that stay in a set location, the EOA could be located at the main CP and co-located with the command sergeant major. Mobility is not as crucial and the CSM has the necessary power to correct problems while serving as an excellent conduit to the commander.

A serious challenge that must be addressed is the use of EOAs when brigades task organize into brigade combat teams.

This process shifts battalions from parent brigades to other brigade headquarters thus increasing the number of soldiers under one brigade, while decreasing the number of soldiers in other brigades.

This has the potential to overwhelm some EOAs while leaving others underemployed.

Although this concern is warranted, the brigade combat team's EOA should take responsibility for the new units being tasked organized into the team.

The team should also carefully manage the administration of the EO program to ensure that units are not being tasked from both the "new" and "old" organization for EO reports. This will help streamline the reporting process and keep EO issues on the tactical commander's plate.

The EOA whose unit has now been absorbed into the BCT can and should assist the team EOA with EO reports, complaints and other EO-related duties, as long as it is clear that the BCT com-

mander has the ultimate responsibility for maintaining the command climate and processing all complaints, appeals and reports for the deployed team.

Techniques to assist the EOA in managing an EO program for a unit that has been task organized are:

- \* Focused use of equal opportunity leaders in EO education to help prevent complaints through positive education and training before the situation calls for the formal complaint process.

- \* Increased interaction with the new battalions as they integrate with the brigade to ensure the new units understand the BCT standards regarding EO and to provide visibility and credibility to the brigade combat team EO advisor.

- \* Consistent communication with the EOAs whose units comprise the BCT in order to monitor investigations started before task organization and to glean human relations in-

formation pertaining to the newly attached units.

- \* Lastly, it is imperative that the commander remains the EO officer for the unit; the EOAs and EOLs are there to assist the commander with his or her responsibilities.

## Tools of the trade

Equal Opportunity is not a stand-alone program; it is a critical part of proper leadership. In order to accomplish the myriad duties an EOA will be expected to perform both in garrison and in a field environment; automation support is critical.

The EOA should have access to computer networks that will allow him or her to communicate effectively (e-mail), work quickly and efficiently (latest technology computers, portable preferred), and access the internet (given the need to conduct research, this is particularly true in a deployed environment).

When considering the two proposed techniques for employing the EOA on the battlefield, the first option, where the EOA is highly mobile, supports a strong argument that the EOA should have a portable computer to facilitate note taking and conduct other business while "on the road."

## Coalition and Joint

As coalition and joint-service warfare becomes the norm instead of the exception, it is imperative that EOAs understand the EO program beyond their basic service, and in some cases their nation.

Soldiers, sailors, airmen and Marines find them-



Staff Sgt. Chris Steffen

**Soldiers and gear offload a C-17 Globemaster III at Tirana Airfield in Albania during Operation Sustain Hope.**



Joint Combat Camera Center

**Soldiers sit in the shade of an Abrams tank on the compound of the U.S. Embassy in Mogadishu, Somalia, during Operation Restore Hope.**



# Features



Joint Combat Camera Center

**Soldiers on patrol in Mogadishu, Somalia, during Operation Restore Hope.**

selves exposed to the other services, and the chance of an EO complaint being submitted across service lines has become more commonplace.

Issues that need to be addressed include:

- Who has responsibility to process the report?
- How to ensure proper resolution with the rights of all involved being protected?
- And, how to keep the complaint process in the commander's hands without it becoming a bureaucratic mess?

Current joint regulations lack procedures to address this issue. Department of Defense Directive 1350.2 provides the following guidance regarding EO in a joint service environment:

*"The Commanders of the Combatant Commands and Directors of Defense Agencies, under Office of the Secretary of Defense Principal Staff Assistants, and those that report directly to the Secretary or Deputy Secretary of Defense shall be responsible*

*for EO within their respective areas of responsibility and ensure compliance with the policies set forth in this Directive... Ensure that appropriate disciplinary and corrective actions are taken if unlawful discrimination or reprisal is substantiated."*

When seeking to decipher the above guidance while preparing for Operation Joint Endeavor, we contacted the Department of the Army Equal Opportunity Office, which offered the following insight:

*"...the Army will resolve EO complaints within Army channels. Appeals should be referred to the General Court Martial Convening Authority within the Army to the greatest extent possible.*

*"That may require appeals routed out of country. When this becomes unfeasible or detrimental to good order and discipline,*

**Equal Opportunity is not a stand-alone program; it is a critical part of proper leadership. In order to accomplish the myriad duties, an EOA will be expected to perform both in garrison and in a field environment; automation support is critical.**

*Memorandums of Understanding should be established and published which outline complaint procedures (appeals).*

*"When determining whether to pursue through complainant or respondent channels, the criteria should be which Service component commander has the legal authority to punish the offender or reinstate the denied opportunity."*

Given DoD Directive 1350.2 and the above interpretation, here are some recommendations for EOAs who find themselves in either a joint or coalition environment:

## **Brigade EOAs working with other service units for joint operations:**

- \* Identify the other service units that will be in contact with your unit; make contact with their EOA or equivalent.

- \* Become familiar with their EO regulations.

- \* Establish a solid understanding with your commander on what your area of responsibility should be when dealing with other forces.

- \* Invite the other service units to your EO training.

- \* Be familiar with their units and organization.

## **Brigade EOAs working with coalition forces during coalition operations:**

- \* Identify the coalition units that will be in contact with your unit; make contact with their EOA or equivalent if the position exists.

- \* Become familiar with coalition unit's organization and mission

- \* Establish a solid understanding with your commander on what your area of responsibility should be when dealing with coalition forces.

- \* Invite coalition forces to ethnic observance training and celebrations.

- \* Be familiar with coalition forces history, especially their dealings with their national minorities.

- \* Be familiar with coalition forces social traditions; especially their dealings with gender and gender issues.

These suggestions do not fully answer the question of how best to protect the rights of soldiers while operating in an immature theater, but hopefully they

highlight problems or shortfalls in an otherwise sound program, and offer solutions or recommendations that the tactical commander may immediately implement.

**(Editor's Note:** Dempsey is the current chief, Training and Education Division, in DEOMI's Directorate of Academics. Edwards is team chief, Training Support Detachment, 3rd Battalion, 306th Infantry, in support of the Georgia Army National Guard. This article was written in 1996 during their concurrent tours as EO Program Managers for V Corps and Headquarters U.S. Army Europe, respectively. The article is a companion to a presentation the pair gave to an audience of Army EO practitioners during a Headquarters, Department of the Army EO major command meeting. A more robust version of this article was eventually published as a chapter in the Army's EO Field Handbook.)



# Features

Bringing the experts to you

## Mobile teams available for training

By Lt. Tara McArthur

*Directorate of External Training*

Among the many resources DEOMI provides to requesting commands is the opportunity to have tailored Equal Opportunity training conducted on the unit's "turf" delivered by a DEOMI training team.

These Mobile Training Teams, primarily comprised of trainers from DEOMI's Directorate of External Training, are a valuable tool for increasing awareness of equal opportunity issues and helping re-iterate the vital link between EO and mission readiness.

MTTs are specifically designed to meet the needs of the requester. An example of classes that might be presented during an MTT include:

- Affirmative Action
- Communicating Across Differences
- Extremism
- ISMs
- Leveraging Diversity
- Sexual Harassment Prevention
- Socialization
- Victim Focus vs. System Focus
- Action Planning

So what does an MTT look like?

Basically, it is a combination of lecture, group exercises and facilitated discussion.

Participants are usually seated at round tables in such a way that they can easily interact with one another and the facilitator.

While size of the group varies, a session with about 30 participants is average, with five to seven participants per table. During the training, the focus is primarily on the participants.

During discussions the facilitator will interject comments and questions to help the audience explore topics at a deeper level. With this technique, facilitators help guide discussion and clarify issues, but the responsibility for learning rests on the participants.

The typical length of an MTT is two days, but again, details vary depending on what the individual command needs.

The size of the DEOMI team will depend on group size and duration of training. For 30 participants at a two-day MTT, the typical team would include three facilitators.

Although there are no seminar administrative costs or course fees, requesting commands are responsible for funding all travel and per diem costs for MTT members.

DEOMI must receive a fund cite at least 45 days prior to scheduled training. Additionally, support items such as a projector system, projector screen, easels and chart paper must be provided by the requesting command and be made available to the MTT at the training site.

So now that you are interested, how do you go about request-



Capt. Michael Larrazolo

Maj. Jay Steinke facilitates a discussion during an MTT to the 21st Theater Support Command in Heidelberg, Germany.

ing a Mobile Training Team?

The program falls under the auspices of DEOMI's Directorate of External Training, which can be contacted at DSN 854-2968 or commercial (321) 494-2968.

Once initial coordination of training dates is completed, these dates must be confirmed by a written request, signed by the requesting commander or agency head.

This request should be forwarded to DEOMI at:

**Defense Equal Opportunity Management Institute/DX**  
**740 O'Malley Road MS 9121**  
**Patrick AFB, FL 32925-3399**

Once the request has been received in writing and approved, a team will be assigned, which will include an MTT team chief.

The team chief will coordinate closely with the requesting command to ensure that preparations are made to foster a successful training experience. These preparations will include, but are not limited to, identifying training needs, coordinating logistical support and preparing a training agenda.

Typically, the team will arrive at the training site a day prior to training in order to meet with a unit representative and work out any last-minute details. On the day of training, the commander, agency head, or his/her representative should introduce the training, and, when possible, be present for the duration of training.

DEOMI conducts an average of 70-80 MTT seminars per year. The MTT program is a dynamic one, constantly changing and improving to meet the needs of its customers.

For more information, please contact the DEOMI's Director of External Training.



# Research

## 2000 Adjunct Research Program

# Researchers tackle varied topics

By Jerry Scarpate

Directorate of Research

The 2000 Defense Equal Opportunity Management Institute Adjunct Research Program, which includes the Topical Research Intern Program and the Summer Faculty Research Program, was a success.

The Directorate of Research hosted five active duty TRIP participants who spent 30 days at the Institute to research and write publications in support of national observances.

Their work will be of primary interest to Equal Opportunity Advisors in the field.

Seven college and university faculty members also resided at the Directorate of Research for 10 weeks this summer and investigated a variety of issues.

Their results will be distributed to interested researchers, Department of Defense, and other federal agencies.

### Topical Research Intern Program

The first TRIP participant arrived in February with the last one leaving in September. The following is a list of the TRIP participants and their research projects:

Navy Lt. Robert Lee, *Hispanic Heritage Month, Sep. 15 – Oct. 15;*

Navy AMEC Michael Pope, *Native American Heritage Month, November;*

Dr. Morton Ender, U.S. Military Academy, *African-American History Month,*

*February;*

Coast Guard Lt. Darrell Singleterry, *National Disability Employment Awareness Month, October;* and

Coast Guard Lt. Cmdr. Scott Graham, *Women's History Month, March.*

### Summer Faculty Research Program

Because of their teaching responsibilities at their respective college or universities, the SFRP participants conducted their research at DEOMI during the summer months. The following is a list of this year's participants with the title of their research project(s):

Dr. Judith Johnson: *"Racial and Gender Differences in the Five Factors of Personality within Military Samples"*

Dr. Robert McIntyre: *"Measurement and Construct Equivalence of Three Military Equal Opportunity Climate Survey Scales across Eight Sociological Groups"*

Dr. Brenda Moore: *"Why are so many junior enlisted women and men unlikely to remain in the military?"*

Dr. Gene Murray: *"Shades of Black, White, and Gray: News Media Coverage of the Armed Forces Equal Opportunity Survey"*

*"Equal Opportunity Advisor's Perceptions of the Effect of Publicity on the Military Sexual Harassment Climate"*

Dr. Rupert Nacoste: *"Scream III: An*

*Unorthodox Review of Research on Senior Leaders' Psychology of Equal Opportunity in the Military"*

Dr. James Stewart: *"The Effects of Racial Incidents on Satisfaction with Military Life: Evidence from the Armed Forces Equal Opportunity Survey"*

*"Variation in the Effects of Different Types of Racial Incidents on Satisfaction with Military Service"*

Dr. Stephen Truhon: *"Shortening the Military Equal Opportunity Climate Survey Using Item Response Theory"*

The SFRP researchers also provided presentations to the faculty, staff and students prior to their departure. This year's briefings were the best attended to date and engaging discussions followed each session.

This is the 13th year the Directorate of Research has sponsored the Adjunct Research Program and each year the program improves.

We believe this year's effort has made important contributions in expanding knowledge of military equal opportunity and equal employment opportunity for both the practitioner and the leadership within the Department of Defense and the U.S. Coast Guard.

For more research info, see [www.patrick.af.mil/deomi/deomi.htm](http://www.patrick.af.mil/deomi/deomi.htm)

## Defense Infrastructure Support

# DoD grants go to minority colleges, universities

Deputy Director of Defense Research and Engineering Delores Etter announced recently the award of grants totaling \$5.388 million to 31 historically black and other minority colleges and universities.

These grants represented the final phase of the fiscal 2000 Department of Defense Infrastructure Support Program. The grants will enhance programs and capabilities at these institutions in scientific disciplines critical to the national security of the DoD.

Since 1992, the program has provided more than \$111 million to minority institutions for program enhancements in science, engineering, and mathematics.

The program goals include increased participation of minority institutions in defense research and an increase in the number of minority graduates in the fields of science, engineering and math-

ematics.

The grants were competitively selected from over 130 proposals submitted to the Army Research Office and the Air Force Office of Scientific Research in response to a Broad Agency Announcement issued in September 1999.

The ARO and AFOSR awarded equipment grants ranging from \$35,000 to \$200,000 for one year. Research grants ranging from \$270,000 to \$572,000 were awarded by AFOSR.

These 31 awards included 26 instrumentation grants and five research grants. Among the awardees were 13 historically Black, 13 Hispanic, and five other minority colleges and universities. These included 17 awards by the AFOSR and 14 by ARO.

Details can be found at [http://www.defenselink.mil/news/fact\\_sheets/hbcuFY00awardslist1.html](http://www.defenselink.mil/news/fact_sheets/hbcuFY00awardslist1.html).



# Hispanic general was aviation pioneer

By Jim Garamone

*American Forces Press Service*

Elwood R. "Pete" Quesada was the son of a Spanish businessman and an Irish-American mother. His military career spanned aviation history from post-World War I era biplanes to supersonic jets.

Quesada was born in Washington, D.C., in 1904, a few months after the Wright Brothers flew at Kitty Hawk, N.C. He grew up with aviation.

World War I imposed hothouse growth on all things connected with planes. In 1914, when the war began, primitive aircraft scouted enemy formations. They did not fire at each other nor did they drop bombs on the enemy troops.

The aviators themselves began the first moves toward arming the craft. The pilots shot at each other, first with pistols and rifles, and then machine guns. Bombs and rockets came next.

All through the war, the opposing sides developed planes that flew longer, farther, faster and could do more things.

After the war, aircraft development continued. The 1920s were a time of experimentation. Plane design changed from biplanes at the beginning of the decade to sleek monoplanes by the end.

Quesada started his military career in the middle of this ferment. He entered the Army Air Service as a flying cadet in 1924.

Having only a reserve commission, Quesada found the active Army Air Service had no space for him. He returned to civilian life, playing baseball for the St. Louis Cardinals.

In 1927 he returned to the Air Service and received a Regular Army commission. He reported to Bolling Field in Washington.

Bolling Air Force Base is now an administrative center, but its runways in 1927 were full of aircraft flown by some of the most innovative thinkers in the Army Air Corps.

Quesada joined then-Maj. Carl "Tooe" Spaatz and then-Capt. Ira Eaker in developing air-to-air refueling.

On Jan. 1, 1929, a three-engine Fokker C-2A rose into the air from metropolitan Airport in Los Angeles. It did not land again until Jan. 6.

Quesada, Spaatz and Eaker shared pilot-



**Army Maj. Gen. Elwood R. "Pete" Quesada and his tactical air forces helped the Allies win the ground war in Europe. Quesada went on to become an Air Force lieutenant general and first commander of the Tactical Air Command.**

ing duties aboard the plane, dubbed the "Question Mark."

Throughout their five days aloft, the Fokker crew took in fuel from a Douglas C-1C that passed a hose in flight — as well as oil, water and food. In all, the Fokker crew made 37 mid-air transfers and flew more than 11,000 nonstop miles.

Today, air-to-air refueling is almost routine. The United States bases the B-2 bomber in Missouri, knowing that no spot on the globe is too far away thanks to inflight refueling. This started with the flight of the Question Mark.

But Quesada's larger contribution came during World War II.

The fabulous Allied air-ground machine that chewed up Nazi forces in Europe didn't just materialize. It was Quesada's baby.

Even before the war, Quesada — like many others — had been thinking of the place of air power. But where others looked to strategic bombing, Quesada concentrated on the tactical application of air power. During classes at Maxwell Field, Ala., and at the Command and General Staff College at Fort Leavenworth, Kan., Quesada began to build the concept of close air sup-

port. He predicted the next war would require "all sorts of arrangements between the air and the ground, and the two will have to work closer than a lot of people think or want."

He got the chance to put his theories into practice. In December 1942, he was promoted to brigadier general and sent to North Africa to command the 12th Fighter Command.

He put his ideas through the crucible of combat, and they evolved into Army Air Forces field regulations "Command and Employment of Air Power," published in July 1943.

At the heart of these regulations is the premise that air superiority is the prerequisite for successful ground operations. Further, he said, the air and ground commanders must be equals and there had to be centralized command of air assets to exploit the flexibility of air power.

In October 1943, Quesada went to England and assumed command of the 9th Fighter Command and readied that unit for the Normandy invasion. During the buildup and breakout that followed the invasion, Quesada was at his best. He placed forward air observers with divisions on the ground, and they could call for air support. He mounted radios in tanks so ground commanders could contact pilots directly.

He pioneered the use of radar to vector planes during attacks. This was particularly helpful during the Battle of the Bulge in December 1944, when bad weather hid many German targets.

The air-ground apparatus he put together was the best in the world. After the war, he was the first commander of TAC — the Tactical Air Command. He moved the headquarters from Tampa, Fla., to Langley Air Force Base, Va., so he could be close to the headquarters of the Army Ground Forces. When the Air Force became a separate service in 1947, he went along as a lieutenant general.

Quesada retired from the Air Force in 1951. He was disillusioned with the emphasis placed on Strategic Air Command at the expense of tactical air. He served as the first head of the Federal Aviation Administration and held positions in private firms.

Quesada died in Washington in 1993.



## Navy names new ship for Hispanic hero

By Gerry J. Gilmore

*American Forces Press Service*

The late Roy P. Benavidez, who received the Medal of Honor in 1981 for valor in Vietnam, is the latest soldier whose name will be borne by a Navy ship.

Navy Secretary Richard Danzig announced Sept. 15 that the next in a series of re-supply ships will be named USNS Benavidez (T-AKR 306). The retired Army master sergeant died at age 63 on Nov. 29, 1998, in San Antonio.

"Our Bob Hope-class of ships are resolute assets that are always quietly there in the background," Danzig said in his announcement. "They are capable of coming forward in a vital way when America calls for reinforcement of its combat needs around the world. Roy Benavidez personified that same spirit throughout this life, and most powerfully during a single action that saved lives in combat."

USNS Benavidez is scheduled to be launched next summer. It is the 7th in a class of 950-foot-long roll-on/roll-off sealift ships.

Born of Mexican and Yaqui Indian ancestry in Lindenau, Texas, Aug. 5, 1935, Benavidez joined the Army to become a Special Forces soldier.

Benavidez's destiny took him to Vietnam, where, as a member of Detachment B56, 5th Special Forces Group (Airborne), 1st Special Forces, he faced death on May 2, 1968.

A staff sergeant at the time, Benavidez "distinguished himself conspicuously by gallantry and intrepidity at the risk of his life above and beyond the call of duty," his Medal of Honor citation states.

The citation credits him with helping to save the lives of eight of his Special Forces comrades during helicopter evacuations during a firefight with North Vietnamese regular forces west of Loc Ninh.

Benavidez voluntarily lead the emergency extraction of a 12-man special forces recon team that met with heavy enemy resistance.

The citation states:

"Realizing that all the team members were either dead or wounded and unable to move to the pickup zone, he directed the aircraft to a nearby clearing where he jumped from the hovering helicopter, and

ran approximately 75 meters under withering small arms fire to the crippled team.

"Prior to reaching the team's position he was wounded in his right leg, face, and head. Despite these painful injuries, he took charge, repositioning the team members and directing their fire to facilitate the landing of an extraction aircraft, and the loading of

wounded and dead team members. He then threw smoke canisters to direct the aircraft to the team's position.

"Despite his severe wounds and under intense enemy fire, he carried and dragged half of the wounded team members to the awaiting aircraft. He then provided protective fire by running alongside the aircraft as it moved to pick up the remaining team members.

"As the enemy's fire intensified, he hurried to recover the body and classified documents on the dead team leader. When he reached the leader's body, Sergeant Benavidez was severely wounded by small arms fire in the abdomen and grenade fragments in his back.

"At nearly the same moment, the aircraft pilot was mortally wounded, and his helicopter crashed. Although in extremely critical condition due to his multiple wounds, Sergeant Benavidez secured the classified documents and made his way back to the wreckage, where he aided the wounded out of the overturned aircraft, and gathered the stunned survivors into a defensive perimeter.

"Under increasing enemy automatic weapons and grenade fire, he moved around the perimeter distributing water and ammunition to his weary men, reinstilling in them a will to live and fight.

"Facing a buildup of enemy opposition with a beleaguered team, Sergeant Benavidez mustered his strength, began calling in tactical air strikes and directed the fire from supporting gunships to suppress the enemy's fire and so permit another extraction attempt.

"He was wounded again in his thigh by



Master Sgt. Roy P. Benavidez

small arms fire while administering first aid to a wounded team member just before another extraction helicopter was able to land. His indomitable spirit kept him going as he began to ferry his comrades to the craft.

"On his second trip with the wounded, he was clubbed from additional wounds to his head and arms before killing his adversary. He then continued under devastating fire to carry the wounded to the

helicopter.

"Upon reaching the aircraft, he spotted and killed two enemy soldiers who were rushing the craft from an angle that prevented the aircraft door gunner from firing upon them.

"With little strength remaining, he made one last trip to the perimeter to ensure that all classified material had been collected or destroyed, and to bring in the remaining wounded.

"Only then, in extremely serious condition from numerous wounds and loss of blood, did he allow himself to be pulled into the extraction aircraft."

Benavidez suffered a broken jaw and 37 bullet and bayonet puncture wounds in the fight. He was so mauled that his commanding officer thought he wouldn't live long enough to receive a Medal of Honor.

He nominated Benavidez for the Distinguished Service Cross instead, because the number two award would take less time and paperwork to obtain.

Benavidez, however, survived his wounds and received the DSC from Gen. William C. Westmoreland. Only years later did the general learn detailed particulars of Benavidez's heroism. The DSC was upgraded to a Medal of Honor, and Benavidez received the award in 1981 from President Ronald Reagan in a White House ceremony.

"Master Sgt. Roy Benavidez was a true American hero, rising from humble origins in South Texas to become an Army legend," said Army Secretary Louis Caldera. "The Navy's recognition of his selfless service is truly an appropriate tribute to Master Sgt. Benavidez's memory, and to the ideals of our nation that he epitomized."



Music pioneer, WWI hero

## Interest grows in jazzman James Europe

By Rudi Williams

*American Forces Press Service*

The name "Lt. James Reese Europe" etched into a graying, weathered tombstone doesn't mean anything to most visitors to Arlington (Va.) National Cemetery.

It's just an obscure name among thousands on grave markers throughout the huge military burial ground.

Of Europe, the late ragtime and jazz composer and performer pianist Eubie Blake once said, "People don't realize yet today what we lost when we lost Jim Europe. He was the savior of Negro musicians ... in a class with Booker T. Washington and Martin Luther King Jr."

Europe is credited with bringing ragtime out of the bordellos and juke joints into mainstream society and elevating African American music into an accepted art form. He was an unrelenting fighter for the dignity of African American musicians and for them to be paid on the same scale as their white peers.

The French government called him a battlefield hero. Before the war, however, he was a household name in New York's music world and on the dance scene nationwide. According to books about ragtime and early jazz, James Reese Europe was the most respected black bandleader of the "teens" when the United States entered World War I. Both his battlefield heroism and his music fell into obscurity after his untimely and tragic death at 39 on May 9, 1919.

The son of a former slave father and a "free" mother, Europe was born in Mobile, Ala., on Feb. 22, 1881. Lorraine and Henry Europe were both musicians and encouraged their children's talents.

When he was about 10, the family moved to Washington and lived a few houses from Marine Corps bandmaster John Philip Sousa. He and his sister, Mary, took violin and piano lessons from the Marine band's assistant director, Enrico Hurlei. Europe won second place in a music composition contest at age 14. Mary captured first place.

Europe moved to New York City in 1903 to pursue a musical career. Work as a violinist was scarce, so he turned to the piano and found work in several cabarets. He helped found an African American fraternity known as "the Frogs," and, in 1910, established the Clef Club, the first African American music union and



National Archives

Lt. James Reese Europe

booking agency.

His popularity soared as a bandleader and arranger for the internationally acclaimed dance duo Irene and Vernon Castle. The Castles and Europe helped pioneer modern dance by popularizing the foxtrot and other dances.

On May 2, 1912, Europe's Clef Club Orchestra became the first African American band and the first jazz band to play in New York City's famous Carnegie Hall. The orchestra's debut there was so well received that it was booked for two more engagements in 1913 and 1914.

Europe's compositions and arrangements of familiar tunes were played with a jazz twist long before the "Jazz Age." His style was between the syncopated beat of ragtime and the syncopated improvisation of jazz. He became popular in France using that same style as leader of the 369th Infantry Regiment band during World War I.

He enlisted as a private in the 15th Infantry, a black New York National Guard outfit, on Sept. 18, 1916. Europe accomplished something only a few African Americans did in those days:

He attended officers training and was commissioned a lieutenant.

The 15th Infantry was later redesignated the 369th Infantry, which the French nicknamed "The Harlem Hellfighters" after the black soldiers showed their mettle in combat.

Europe's regimental commander, Col. William Hayward, asked the new lieutenant to organize "the best damn brass band in the United States Army." With the promise of extra money to attract first-class musicians, Europe recruited musicians from Harlem and reportedly put together one of the finest military bands that ever existed. He even recruited woodwind players from Puerto Rico because there weren't enough in Harlem. Europe also recruited singers, comedians, dancers and others who could entertain troops. He recruited the best drum major he could find — Harlem dancer Bill "Bojangles" Robinson.

When the 369th and its band arrived in France, they were assigned to the 16th "Le Gallais" Division of the Fourth French Army because white U.S. Army units refused to fight alongside them. Trained to command a machine gun company, Europe learned to fire French machine guns and became the first American officer and first African American to lead troops in battle during the war.

The Harlem Hellfighters would serve 191 days in combat, longer



# People

than any other U.S. unit, and reputedly never relinquished an inch of ground. The men earned 170 French Croix de Guerres for bravery. One of their commanding officers, Col. Benjamin O. Davis Sr., would become the Army's first black general in 1940.

Europe was gassed while leading a daring nighttime raid against the Germans. While recuperating in a French hospital, he penned the song "One Patrol in No Man's Land."

Europe and his musicians were ordered to the rear in August 1918 to entertain thousands of soldiers in camps and hospitals. They also performed for high-ranking military and civilian officials and for French citizens in cities across France. After Germany surrendered, the Hellfighters Band became popular performing throughout Europe. When the regiment returned home in the spring of 1919, it paraded up New York's 5th Avenue to Harlem led by the band playing its raggedy tunes to the delight of more than a million spectators.

Back in America, Europe found himself even more popular than before he went to war. He recorded "One Patrol in No Man's Land" and it became a nationwide hit.

Europe ironically survived being shot at and gassed in the trenches of France only to die on May 9, 1919, at the hands of one of his own men. A drummer named Herbert Wright cut Europe's jugular vein with a penknife while the bandleader was preparing for a show at Mechanics Hall in Boston. Wright had been angry because he thought Europe favored his twin brother over him.

R. Reid Badger noted in his book "A Life in Ragtime" that Europe received the first public funeral for a black man in New York City on May 13, 1919. Thousands of fans, black and white, turned out to pay their respect.

In late February 2000, a busload of aging legionnaires of the 1st Lt. James Reese Europe American Legion Post 5 in Washington carefully ambled up a slippery, wet grassy hill at Arlington National Cemetery. Reaching a weathered headstone engraved with "Lt. James Reese Europe - Feb. 22, 1881 - May 14, 1919," they laid a wreath at the grave. Europe has a larger headstone than most—it was erected in July 1943 to replace a small government-issued 1919 grave marker.

"Our post was named in honor of James Reese Europe in 1919, but to my knowledge, no one ever stopped to put a flower on his grave," said post commander Thomas L. Campbell. "Frankly, we didn't know much about him until we read a story about him in the American Legion magazine about a year ago. I thought it was time we did something to show some appreciation for the man whose name is on our post."

Campbell said the French government bestowed one its highest military awards on Europe and the 369th Infantry. The Dec. 9, 1918, citation to the French Croix de Guerre with Silver Star reads in part:

"This officer (Lt. James Reese Europe), a member of the 369th



Europe and members of his famous jazz band of the 369th Infantry march through New York on their return from World War I.

National Archives

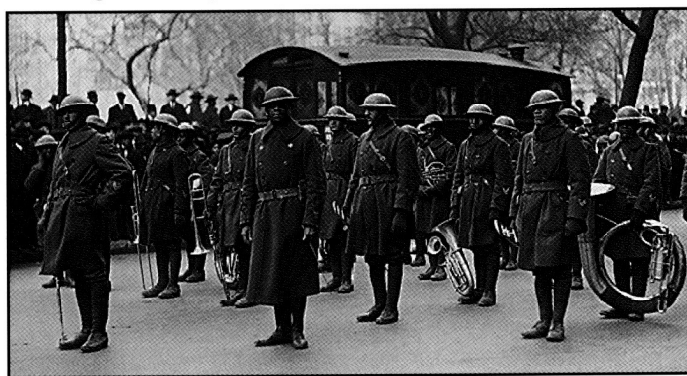
Infantry Regiment of the 93rd Infantry Division, American Expeditionary Forces, was the first black American to lead United States troops in battle during World War I. The unit, under fire for the first time, captured some powerful and energetically defended enemy positions, took the village of Bechault by main force, and brought back six cannons, many machine guns and a number of prisoners."

After their wreath-laying ceremony, the legionnaires attended a jazz concert performed by the Army Band's jazz ensemble at Fort Myer, Va., in Europe's honor.

Europe's only child, James R. Europe Jr. of North Bellmore, Long Island, N.Y., had been invited to the ceremony, but was unable to attend. The 83-year-old told the legionnaires his health made the trip inadvisable.

The younger Europe, a World War II Merchant Marine lieutenant, is a former member of the New York police and fire departments, served as chairman of the Nassau County Human Rights Commission from 1962 to 1975. The World War I bandleader's descendants include four granddaughters and a grandson, five great-grandchildren and seven great-great-grandchildren.

Interest has grown in Europe's music in recent years and his recordings are being remastered and reissued on CDs.



National Archives

Europe and members of his famous jazz band of the 369th Infantry.



## Book Review

# Book offers view of minority contributions

*Double Victory: A Multicultural History of America in World War II*

by Ronald Takaki

Little, Brown and Company (Boston), 2000

ISBN 0-316-83155-7

**By Ron Shanks**

*Director of Civilian Equal Employment Opportunity*

Although we are already awash in stories about World War II, we can expect the deluge to continue. Much of it will focus primarily on the achievements of Americans of European ancestry.

As with much else in our society and history, it turns out that there are many fascinating stories detailing the contributions and experiences of other groups that participated in the war. A good source of these stories is "*Double Victory: A Multicultural History of America in World War II*," by Ronald Takaki.

Takaki discusses the contributions and experiences of the different racial and ethnic groups in detail. The book is an excellent resource for equal opportunity advisors and equal employment opportunity specialists, because it presents a more balanced account of events. EOAs and EEO Specialists can use this book for additional information as their organizations rightfully celebrate the victory of the Allies in World War II.

*Double Victory* shows clearly that the war was not won by people who looked "just like us." It explains that the racist/ethnic (which will be referred to in this review as "racist," because that is how they were thought of at the time) and sexist stereotypes in our society significantly impacted, and were changed, by the events of the War.

Takaki focuses on the experiences of African, Native, Hispanic, Chinese, Filipino, Korean, Japanese, Asian Indian, German, Italian and Jewish Americans.

There is much to learn from each of these experiences. With each group, he describes what happened with those who served in the military and those who worked as civilians in the war effort in the United States. Each description focuses fairly equally on the experiences of men and women in each group. *Double Victory* also addresses anti-Semitism during World War II, explains our country's much belated response to Germany's murder of six million people and discusses the racial implications of the decision to bomb Hiroshima.

Takaki constructs his narrative from diverse monographs, focusing on the experiences of each group, and interspersing letters and memorabilia from the people who lived through these years. He focuses on acts of discrimination toward group members, their demonstrated patriotism and heroism despite discrimination, and the transforming effect of the war on these groups and the rest of the United States.

It is easy to forget that 60 years ago our legal systems were based on racist and sexist concepts which supported legal and informal forms of institutional discrimination and were accepted and condoned by much of our society. Determinations of who could immigrate to our country were based on racist assumptions; individuals who by definition were citizens were prevented from exercising their citizenship rights and military personnel assign-

ments were made based on race, thus sustaining the system of segregation.

The contradictions inherent in these racist and sexist concepts impacted differently in events during the war.

Chinese-Americans were a small minority since immigration of Chinese people to the United States was virtually prohibited by the Chinese Exclusion Act of 1882. During the war, Chinese were transformed, in American thinking, from an unfavorable to a favorable category, since China was our ally fighting the Japanese.

Our society's treatment of Japanese people and Japanese-Americans emerged from different racist concepts, which led to unconscionable results.

The thoroughly racist nature of our society's propaganda against the Japanese was used to justify the destruction of 70,000 unarmed Japanese civilians in Hiroshima. Takaki cites several sources to show that President Truman was advised by both Chairman of the Joint Chiefs of Staff, Admiral William D. Leahy, and Secretary of War, Henry Stimson, that there were better military choices available to end the war in the Pacific.

Takaki exposes the contradictory decisions to relocate some U.S. citizens and not others from their homes. Japanese-Americans on the West Coast, against whom there was little evidence of espionage, were forced to relocate under brutal conditions and at great personal cost. Japanese-Americans in Hawaii were allowed to remain in their homes, because the Hawaiian economy would have collapsed without them.

While there was some evidence of espionage by German-Americans, they and Italian-Americans were not forced to relocate presumably because they looked much more like other Americans of European ancestry.

The strange dynamics of national origin prejudice and discrimination, which were attributed to the myth of race, did not prevent discrimination against Italian and Jewish-Americans.

Takaki also explains the racist rationale for our government's slow response to the plight of Jews, Gypsies and others in Europe. It was clear long before our entry in the war, that the German government was engaging in systematic conduct that would lead to the death of many hundreds of thousands of people. Our government did little to stop or slow this process. Takaki effectively parallels those decisions and the one to relocate the West Coast Japanese-Americans, in a way that is very striking.

*Double Victory* recounts the way in which women of all races and ethnic groups became an indispensable part of the military and civilian workplace. The war would not have been won without their sacrifice and heroism.

Takaki also explains how these experiences changed our society. He shows that positive experiences between these "minority groups" and some Americans of European ancestry had an effect which did not end at the conclusion of the war. He builds this into the final chapter, showing the seeds of the campaigns against religious, racial and sexual discrimination in the 1950s and 1960s, were sown in the 1940s.

In conclusion he quotes W.E.B. DuBois, that World War II was a struggle for "democracy not only for white folks but for yellow, brown, and blacks." That is why it was a "double victory."





**DEOMI-PA**  
**740 O'Malley Road, MS 9121**  
**Patrick AFB, FL 32925-3399**